

2002 SCORECARD III

Small Business: Opportunity Denied

A report prepared by the



House Small Business
Committee Democrats

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Introduction

How Federal Agencies Continue to Fail Small Businesses

Small businesses work for America. Anchoring neighborhoods and communities, small enterprises make up almost half the nation's economic output, create three-fourths of all new jobs, and employ half our workers. They are a juggernaut comprised of millions of individuals and small firms, each contributing to the strength and vitality of our nation.

Even with the vital role that small businesses play, the federal government – which spent \$219 billion last year, making it the largest buyer in the world – has failed to recognize the value these entrepreneurs potentially hold for the procurement process. This failure is demonstrated by the deteriorating rates of small business contracting documented in this report.

Scorecard III gives grades for the government's small business goal achievement. For 2001, the government received an overall grade of "D" for its failure to contract with small businesses, down from "C-" grades in the last two Scorecards. This year, 12 of 21 agencies received a "D" or lower, more than double the "Failing Five" listed in the last two Scorecards. These shortfalls cost small business almost \$13 billion in lost contract opportunities.

President Bush has recognized this problem and recently promised to solve it. Outlining his small business agenda earlier this year, he declared that, "wherever possible, we're going to insist we break down large federal contracts so that small business owners have got a fair shot at federal contracting." Unfortunately, rather than following the President's lead, agencies are doing just the opposite and making contracts larger.

This move toward "mega-contracts" has been an outgrowth of the Federal Acquisition Streamlining Act (FASA), enacted in 1994, and the Federal Acquisition Reform Act, passed in 1996. These two statutes fundamentally altered the way the federal government purchased goods and services. The intent was to prevent errors in the procurement system that had seen such abuses as the federal government paying \$600 for a hammer. Fault for this was placed on a contracting structure that was antiquated and complicated. To reverse this, the new system was predicated on a strategy of "faster, better, cheaper."

The promised benefits from these enhancements have not been realized. Instead, a system has evolved that favors agency expedience over value and affordability – qualities at which small businesses excel. Unfortunately, as documented in this report, government agencies have systematically and unfairly cut small businesses out of work for the federal government since the enactment of contract streamlining legislation eight years ago – without securing the cost savings envisioned.

Agencies do this by consolidating contracts into sizes too large for small businesses to bid on. They eliminate small service contracts performed by local businesses across the country and roll them up for large corporations to perform, often at some central location away from the communities they serve. They focus on "established contractors" or "prime vendors" that exclude small businesses by definition.

For years, federal agencies have claimed they have cut out small business and substituted large corporations to achieve cost savings, efficiencies of scale, and convenience – the goals of contract streamlining. But when asked repeatedly to prove these cost savings, federal agencies have failed to find them. The reason they have been unable to show cost savings is because there are, in reality, none to demonstrate.

The result: federal agencies are failing to provide the American taxpayer the best product for the lowest cost, and small businesses are losing their chance to do good work for the government.

In fact, small businesses routinely do this work “faster, better and cheaper” than their corporate counterparts. That’s because they are more agile, more innovative, more concerned with cost containment, accustomed to smaller profit margins, and maintain less overhead than the giants that replace them. But rather than focusing on these benefits to the federal government, agencies have placed their own convenience ahead of what is best for the taxpayer, resulting in the practice of awarding contracts to major corporations.

Scorecard III traces the continuing decline of federal agencies’ contracts with small businesses by tracking how closely they meet procurement goals set by law. Scorecard I first addressed these concerns, and Scorecard II expanded the analysis. The conclusions from Scorecard III are similarly disappointing. Federal contract opportunities for small businesses are still bad and getting worse.

For the second year in a row, the federal government overall has failed to meet its small business contracting goal of 23 percent. In addition, the federal government overall failed to meet any of the specific contracting goals for small disadvantaged businesses, 8(a) companies, HUBZone firms, and women-owned enterprises.

Most distressing in particular, is the failure to meet the women-owned business goal. Agencies have failed to meet even half the 5 percent goal during the past three years. More government agencies did worse in 2001 in meeting this goal than during the previous two years. This record indicates a disturbing unwillingness to tap the country’s fastest-growing segment of the economy: women-owned businesses.

Overall government spending is up 11 percent, but the contracts won by small businesses increased by less than 2 percent. In addition, the failure of agencies to meet their contracting goals cost small businesses more than \$12.4 billion in 2001. This means small businesses are winning fewer contracts. The contracts that are awarded to small businesses are getting larger, leaving a whole class of start-up businesses – mostly women and minorities – locked out of contracting opportunities. This holds the potential to impact federal procurement for the next generation, as many entrepreneurs, by not receiving the same opportunities as more established businesses, will be stunted in their development. This could leave them unable to provide some of the services the federal government needs. In addition, by reducing the pool of vendors and resulting in less choice for the federal government, government purchases will be more costly and of lower quality.

This report contains a record number of failing grades. Scorecard I and II listed the “Failing Five.” Yet Scorecard III increases the number of failures to the “Dirty Dozen.” There was at least one high spot in this report: for the first time, an agency received an “A”. The Department of Interior produced the Scorecard’s first “A” grade ever, meaning it achieved at least 90 percent of all its contracting goals, and proving that small business contracting goals can be achieved.

This report measures the degree to which 21 federal agencies that make up 96 percent of federal contract dollars accomplished their goals in the following programs:

- **Small Business Program:** Congress recognized a growing disparity between large and small business contracting, culminating with the creation of the Small Business Administration in 1953. In 1978, Congress required the creation of an Office of Small and Disadvantaged Business Utilization for every federal agency to remedy this ongoing problem. In 1988, Congress set a small business contracting goal of 20 percent, and raised that to 23 percent in 1997.

Last year, the government-wide small business achievement was 22.81 percent, short of the 23 percent goal. This cost small businesses more than \$412 million.

- **Small Disadvantaged Business Program:** Congress created the Small Disadvantaged Business program in 1978 to remedy the disparity in federal contracts awarded to economically and socially disadvantaged entrepreneurs as determined by their net worth, education and business history.

Although the federally mandated small disadvantaged business goal is 5 percent, the overall achievement for all agencies in 2001 was only 4.62 percent. This cost small disadvantaged businesses \$1.6 billion.

- **Women-Owned Business Program:** In 1979, Congress created the Office of Women’s Business Ownership to support the growth and expansion of these businesses. In 1994, Congress placed a priority on women-owned enterprises in federal contracting through the Federal Acquisition Streamlining Act (FASA). FASA set a 5 percent women-owned business federal procurement goal. In an attempt to increase opportunities for women, a program was enacted in 2000 creating a limited competitive contracting program available in those industries that women have historically been unable to penetrate.

The government-wide goal of 5 percent was again not even half met at 2.49 percent in 2001, costing women-owned businesses more than \$5.5 billion in contracts

- **HUBZone:** Congress created the HUBZone program in 1997 to encourage development in low-income, high-unemployment communities. To qualify, companies must be located in a HUBZone and hire 30 percent of its employees from HUBZones.

The HUBZone goal is new this year, set at 2 percent of contracts. But the actual achievement in this first year of measurement was only 0.72 percent. This cost HUBZone companies \$2.8 billion.

- **8(a) Program:** The 8(a) program was created in 1969 to address discrimination against minority-owned firms in federal procurement. There is no set goal, though President Clinton in Executive Order 13170 required all agencies to set their own 8(a) goals. Every agency has complied except the Department of Defense.

8(a) achievement dropped to 2.86 percent for 2001, down from a high in 1995 of 3.84 percent. That amounts to a loss of \$2.1 billion for 8(a) firms.

While many of these goals have been established for more than a decade, agency achievement is still very elusive. The root of the problem is, unfortunately, deep, widespread and systemic. It begins at the very formation of contracts, which are consolidated before they are even put out to bid. There is no mechanism in place at contract formation to limit them to manageable sizes for small businesses, and there is no means to review, recall, and resize the contracts once they are put into the marketplace.

The causes of this fundamentally dysfunctional system can be divided into two major problem areas: contract consolidation and agency leadership.

At the base of this broken system is a misplaced faith in the convenience of federal agencies wrapping up many small jobs once performed well by small businesses into mega-contracts that they no longer can bid on. These large contracts instead go to corporations that can demonstrate no cost savings for the intended economies of scale.

Unfortunately, as mentioned earlier, there is no structure in place to prevent contract consolidation before it takes place. And there is no review system to break up large contracts already out to bid.

Nevertheless, it is possible to meet the small business goals, as the Interior Department has demonstrated. These goals are achieved by an aggressive system of identifying potential small business opportunities early and ensuring that they are structured in a manner that is conducive to small business participation. Most of the failing agencies at best put on a show regarding their interest in small business, but in fact keep returning to established vendors. Dialogue with small businesses on this bait-and-ignore policy has lent anecdotal evidence to mounting statistics.

Consequently, the ability of federal agencies to meet small business contracting goals comes down to leadership. Agencies will meet their goals when their leadership demonstrates the value of small businesses and makes sure those goals are their mission to meet.

This leadership must start at the top. The President has shed some much-needed light on the subject by making contracting fairness one of the tenets of his small business agenda. Unfortunately, agency heads have not followed suit and still resist making fairness for small business contracting a key mission in their organization.

Fundamentally, the question of small business contracting is one of equity and fairness: are the people who can do the job allowed to compete on an even field for a chance to do that job?

This report demonstrates that the answer is a resolute no – but also that it need not remain that way. Radical systemic and structural changes are needed to overhaul a badly broken system.

Methodology

The Scorecard's methodology is designed to provide the most objective scoring possible. Based on data obtained from the General Services Administration's Federal Procurement Data System, the analysis follows four phases:

- Phase I: Calculation of the percentage of goal achieved: If the percentage achieved was between 90 and 100, the grade was "A," if the percentage was between 80 and 90, the grade was "B," and so on.
- Phase II: Determination of goal reasonableness: While federal law sets contracting goals for the entire government, the Small Business Administration (SBA) negotiates goals for all the programs with each agency based on their unique situation. Scorecard I highlighted the problem of SBA negotiating unreasonably low goals, which they achieve easily or even exceed. The methodology reflects this possibility by grading based on goal reasonableness as calculated by comparing the average goal *achievements* over the last three completed fiscal years (1998, 1999, and 2000) to average *goals* over that same period – if the agency's current (2001) goal was more than two percentage points below its average achievement, the goal was considered unreasonably low, and the agency was marked down one full letter grade.
- Phase III: Comparison of current goal with mandated goals: Four of the five goals (small business, small disadvantaged business, HUBZone and women-owned business) are statutorily set government-wide as follows: 23 percent for small business, 5 percent for small disadvantaged businesses, 2 percent for HUBZone and 5 percent for women-owned businesses. Many of the larger agencies have exceptionally low goals, and smaller agencies are expected to make up the difference. All agencies with goals below those mandated for them were marked down one full letter grade. In addition, if an agency had either an unreasonably low goal or a goal below the statutory requirement for the last two years, the agency was marked down an additional letter grade as a result of their poor performance.
- Phase IV: Assignment of a cumulative grade: After grades in all five programs were established for an agency, a cumulative grade was assigned. The grades in all categories were given the following points: Four points for an "A," three points for a "B," two points for a "C," and one point for a "D". All points were totaled and then divided by the four grades for an average. If the average was four, the cumulative grade was an "A"; if the average was between three and four, the cumulative grade was a "B"; if the average was between two and three, the cumulative grade was a "C"; if the average was between one and two, the

cumulative grade was a “D”; and if the average was below one, the grade was an “F”. Grades with a minus, i.e., “C-,” were assigned if the average of the four goals was less than 50 percent.

Executive Summary

- Scorecard III, like Scorecards I & II, is an analysis of the small business procurement goals of 21 federal agencies versus their actual achievements.
- The goals analyzed were: small business, small disadvantaged business, HUBZone, 8(a), and women-owned business.
- The 21 agencies accounted for over 96% of federal procurement from FY 1998 to FY 2001.
- From FY 2000 to FY 2001 federal procurement dollars rose 10%, from \$200 billion in 2000 to \$219.6 billion in 2001.
- Although the total federal contract volume to small businesses increased by nearly 11%, the number of contracts awarded to small businesses rose less than 2%. This means that contracts are getting bigger and there are fewer opportunities for small business.
- There has been no proven savings to the taxpayer due to these contract consolidations.
- The federal government met none of its small business goals in 2001, for the second time since 1994.
- The small business goal of 23% was not met. The government-wide achievement was 22.81%. Failure to meet this goal cost small businesses more than \$417 million in federal contracts.
- The small disadvantaged business (SDB) goal of 5% was not met. The government-wide achievement was 4.26%. Failure to meet this goal cost SDBs approximately \$1.6 billion in federal contracts.
- The 8(a) Program has no statutory goal, but 8(a) dollars increased from \$5.78 billion in FY 2000 to \$6.28 billion in FY 2001. Even though this looks like an increase, the 8(a) Program achievement is down from 2.88% in 2000 to 2.86% in FY 2001.
- The women-owned business goal of 5% was not met either. The government wide achievement was 2.49%. Failure to meet this goal cost women-owned businesses more than \$5.5 billion in federal contracts.
- The HUBZone goal was added for the first time this year. This 2% goal was not met. The government-wide achievement was only 0.72 percent, costing HUBZone companies \$2.8 billion in federal contracts.
- In total, the government's failure to meet its goals cost small businesses \$12.4 billion.

- In Scorecard III, the government received an overall grade of a D.
- This year, there was one A grade, two B grades, 6 C grades, 10 D grades and 2 F grades.
- 18 of the 21 federal agencies received overall grades of a C or below.
- This year, the Department of Interior is the first and only agency ever to get an A.
- In this Scorecard, 12 agencies received failing grades – there were 10 Ds and 2 Fs, while in Scorecard I and II, there were only 5 Ds and Fs for each.
- The 2 F agencies in Scorecard III are the Department of Defense (DoD) and the Department of Education.
- For Scorecard III, in 16 cases (as compared to 11 in Scorecard II), the SBA negotiated a goal that was unreasonably low compared to achievements in previous years. In 19 cases, SBA negotiated a goal that was lower than the statutory goal.
- Despite accounting for 65% of all federal contracts, DoD failed to meet any of its small business goals, including small disadvantaged business, women-owned business, HUBZone, and 8(a) Program Achievement.
- In its failure to meet its small business goal of 23%, DoD cost small business approximately \$3.5 billion in federal contracts.
- Since the HUBZone Program goal is new, agencies were most likely to do poorly in this category.
- Agencies were also likely to do poorly in the 8(a) Program achievement. One of the reasons for this may be that there is no statutory goal for doing business with 8(a) firms.
- Agencies were most likely to be downgraded in the small disadvantaged business goal category. In 15 of the 21 cases, agencies negotiated goals below the statutory 5% for the second year in a row or had unreasonably low goals for the second year in a row.
- As with the previous two Scorecards, if agencies received high grades, they did well in all categories. This indicates that if goal achievement is important to an agency at the highest levels, that agency will achieve its goals.
- Conversely, overall low goal achievement by an agency is indicative of a lack of commitment to the goaling process.

The following table illustrates the grades for each agency for Scorecard III versus the grades in Scorecards I and II:

Agency	Scorecard I	Scorecard II	Scorecard III
Interior	B	B	A
Agriculture	C-	C	B-
Labor	D	B-	B-
Transportation	B-	C-	C
VA	B-	C	C
OPM	B-	B-	C
Commerce	B-	C	C
GSA	B	C-	C-
NASA	B-	C	C-
HUD	C	C	D
Justice	C	C-	D
Social Security	C	C-	D
Treasury	B-	C-	D
EPA	C-	C-	D
HHS	C-	D	D
State	C	C-	D
Energy	F	D	D
USAID	D	D	D
SBA	C	C	D-
Defense	D	D-	F
Education	D-	D-	F

Small Business Goal

Based on statistics from the General Services Administration's Federal Procurement Data System (FPDS), the small business goal of 23 percent was not achieved – the government-wide achievement for all agencies was 22.81 percent. This translates into more than \$400 million that should have gone to small businesses that didn't. For Scorecard II, because the government failed to meet the small business goal by a wider margin, the loss to small businesses was greater. However, it is important to note that for Scorecard III, the Department of Defense's failure to achieve its small business goal of 23 percent, with an achievement of 20.53 percent, cost small businesses \$3.5 billion. In Scorecard II, DoD's achievement was 21.41 percent. The reason the government-wide small business achievement was better in Scorecard III than in Scorecard II (22.81 percent achievement vs. 22.26 percent) was that other agencies made up the difference.

	Scorecard I	Scorecard II	Scorecard III
A	7	8	8
B	10	5	5
C	1	5	6
D	2	1	0
F	1	2	2

Small Disadvantaged Business Goal

Although the federally mandated small disadvantaged business goal is 5 percent, the overall achievement for all agencies was less: 4.26 percent. This translates to nearly \$1.6 billion in contracts that should have gone to small disadvantaged businesses, but didn't. The achievement for fiscal year 1998 was 3.61 percent and for 1999, the achievement was 3.31 percent.

	Scorecard I	Scorecard II	Scorecard III
A	4	6	4
B	9	2	2
C	3	8	9
D	1	3	2
F	4	2	4

8(a) Program Goal

The FY 2001 8(a) Program achievement was 2.86 percent. There is no statutory goal. The achievement for FY 2000 was 2.88 percent, while the achievement for fiscal year 1999 was 3.39 percent. Although the dollar volume for the 8(a) Program increased from \$5.8 billion in 2000 to nearly \$6.3 billion in 2001, the overall percentage was very similar in both years. The reason for the increase was the fact that the overall procurement pie is much bigger. There were no surprising decreases in contracting volume as there were in Scorecard II. In fact, the three agencies that accounted for the significant decline from FY 1999 to FY 2000 all increased their 8(a) volume in 2001. The Department of the Treasury was up by \$100 million; the Department of Health and Human Services was up by \$78 million, and the General Service Administration was up by \$129 million. Additionally, NASA was up by \$111 million.

In 2000, the Department of Health and Human Services, the Department of the Treasury, and the General Services Administration - accounted for nearly 60 percent of the \$500 million decline from FY 1999 to FY 2000.

	Scorecard I	Scorecard II	Scorecard III
A	6	6	8
B	4	1	1
C	2	6	5
D	2	0	2
F	7	8	5

Women-Owned Business Goal

The federally-mandated women-owned business goal is 5 percent. The FY 2001 achievement was 2.49 percent. This translates to over \$5.5 billion in contracts that should have gone to women-owned businesses but didn't. The achievement for FY 2000 was 2.28 percent, and the achievement for 1999 was 2.47 percent.

	Scorecard I	Scorecard II	Scorecard III
A	6	3	4
B	7	5	3
C	3	8	10
D	1	1	1
F	4	4	3

HUBZone Program Goal

The FY 2001, the HUBZone Program achievement was 0.72 percent. The statutory goal for FY 2001 was 2 percent. The HUBZone Program has a goal that is phased in over several years. FY 2000 was the first year that HUBZone awards were tracked. However, the data for FY 2000 was unreliable. There were known awards made to non-HUBZone companies that were counted as HUBZone awards. Therefore, we have not included FY 2000 data in Scorecard III, the first year we have tracked HUBZone Program achievement. As the HUBZone goal was 2 percent and only .72 percent was achieved, HUBZone companies lost slightly more than \$2.8 billion in contracts.

	Scorecard I	Scorecard II	Scorecard III
A			4
B			0
C			0
D			0
F			18

There are currently slightly more than 4,800 HUBZone companies. Last year was the first year that the GSA's Federal Procurement Data Center (FPDC) captured HUBZone awards. We have not referenced the 2000 HUBZone data, as it was determined that many of the awards attributed to HUBZone companies were not reported to FPDC correctly.

Conclusion

The Need for Procurement Reform

Federal agencies continue to unfairly exclude small businesses from government contract opportunities. Contracting agencies, meeting only their own convenience, have cost taxpayers and small businesses billions of dollars each year.

Congress has mandated goals for federal agencies to meet in contracting with small, disadvantaged, and women-owned businesses because these small firms face inequity in competition with bigger, more established corporate contenders for government work. This report shows that for the second year in a row since 1994, the federal government overall has failed to meet these goals.

Most importantly, it is critical to note how federal agencies have ignored the goals to contract with women-owned small businesses. As this report documents, the agencies have not yet met even half their 5 percent deadline. This is an appalling dismissal of the fastest-growing segment of American small business. From 1997 to 2002, women-owned business increased by 14 percent – twice the national average – and employment grew 30 percent – 50 percent higher than the national average. Worse still, the Administration has refused to implement a law enacted by Congress to increase contracting by women-owned businesses in industries that historically have excluded them. This violation of statute denies agencies the products of hard-working, cost-conscious vendors while at the same time limiting the opportunities that could establish women entrepreneurs.

As outlined in the introduction, there are a number of ingrained causes for these ongoing unfair practices. Here, solutions are proposed to reform the federal procurement process and ensure that small businesses get an equal chance to win federal contracts.

Contract Consolidation

The federal government spent more than \$219 billion in fiscal year 2001, more than ever before. But the number of contracts going to small businesses is not growing at the same rate, indicating the contracts are getting bigger. Federal agencies are consolidating many jobs once performed by small businesses into huge contracts that only large corporations can perform.

Bipartisan legislation recently passed by the House Small Business Committee, the Small Business Opportunity Enhancement Act (H.R. 2867), creates new tools to do this. The bill would allow the Small Business Administration to appeal to the Office of Management and Budget any negative agency response on SBA requests for contract break-ups. This would create an environment that would require a much fairer justification of contract strategy, rather than the current one which allows the agency to dictate the procurement process.

Some small businesses can bid on consolidated contracts by teaming together and bidding as a larger partnership. Unfortunately, this is a complex and time-consuming process, made

especially difficult by existing policy that limits contract bid deadlines to 30 days. That is not enough time to build a partnership and offer a bid. H.R. 2867 would allow small businesses to request an extension to 60 days to prepare their bid.

Small Business Participation

An additional factor to small business procurement is how active and sincere the agencies are in attracting small companies and working with them. Unfortunately, the grades strongly suggest that agencies would prefer to deal with established vendors rather than expend energy in finding and retaining hard-working, up-and-coming small businesses. Even worse, many agencies pretend to value small businesses with outreach forums and trade shows. Unfortunately, this face time more often inflates expectations rather than contract numbers. It is merely an insincerity paid to Congress rather than a real commitment to culling the best of American small business for government contracts.

Bipartisan legislation is pending before the House Small Business Committee that would enhance small business participation in federal procurement. The Small Business Contract Equity Act (H.R. 1324) would increase small business participation in federal contracting. H.R. 1324 would block agencies from offering consolidated contracts unless they met their small business procurement goals. This way, agencies will be compelled to impose real change on the procurement process that results in measurable gains for small business contracting.

Lack of Commitment from Agency Leaders

The Interior Department has met its small business contracting goals, so it is clear that other agencies can do the same. The ability of federal agencies to meet their small business contracting goals, then, comes down to leadership. When department secretaries and agency administrators make small business contracting a priority, their organizations will work to meet these goals.

President Bush has recently spoken out on this issue. He brought up federal contracting during the 2000 campaign, and addressed it this March when he unveiled his agenda for small business. This is a positive development, but unfortunately the Administration has not yet followed up on its call for more equitable federal contracting with concrete action.

Cabinet and agency officials must take the initiative and follow the will of the President by implementing procurement reform in their own agencies and achieving their small business contracting goals. To date this has not happened, and until it does the status quo will endure to the detriment of this nation's small businesses.

American small businesses serve communities across the country, and they can serve the government if given a fair chance. Unfortunately, during the past eight years federal agencies have rapidly and systematically excluded small business from contracts through the practice of greater consolidation. This means many small businesses are being replaced by major corporations, while others are deprived of a contract that can establish them.

Agencies must take greater steps to reverse this trend and give small businesses the fair chance they deserve. Unless they do, this static small business participation will remain the status quo. Without a comprehensive strategy in place to deal with declining contracts for women- and minority-owned businesses, they may never get a fair chance to compete for work with the federal government.

This problem must be addressed on all fronts, through continued studies, legislation and cooperative teamwork with federal agencies and the Administration. This report aims to help reform the federal procurement process by forcing a change in government practices that favor American small business. If drastic steps are not taken to impact a badly deteriorating procurement system, the risk remains in perpetuating a process that encourages purchases of poor quality at high prices, wasting taxpayer dollars and harming the most important sector of the economy – American small businesses.

Department of Defense

Procurement Dollar Analysis

From 1994 to 1997, Department of Defense procurement dollars were declining, from a high in 1994 of \$117.7 billion, to a low of \$113.1 billion in 1997. Although there was a slight gain in 1998 to \$115.7 billion, 1999 figures showed an increase to \$119.7 billion. DoD has indicated that a data collection problem from 1998 attributed 1998 procurements to FY 1999, thereby inflating FY 1999 dollars. In fiscal year 2000, DoD's procurement volume increased to \$126.2 billion. Based on figures for 2001, DoD shows an increase to \$142.8 billion - nearly 65 percent of total federal procurements.

Numbers of Contracts

Small Business

From 1998 to 2000, the number of contracts awarded to small businesses by the Department of Defense has decreased from 2,943,108 in 1998 to 2,514,612 in 1999 to 2,225,019 in 2000. In 2001, the Department of Defense awarded 2,621,009 contracts to small businesses.

Small Disadvantaged Business

From 1998 to 2000, the number of contracts awarded to small disadvantaged businesses by the Department of Defense has decreased from 174,843 in 1998 to 139,088 in 1999 to 83,286 in 2000. In 2001, the Department of Defense awarded 94,921 contracts to small disadvantaged businesses.

8(a) Program

From 1998 to 2000, the number of contracts awarded to 8(a) firms by the Department of Defense has decreased from 55,878 in 1998 to 47,719 in 1999 to 39,311 in 2000. In 2001, the Department of Defense awarded 36,076 contracts to 8(a) companies. The total percentage decrease from 1998 to 2000 was more than 35 percent.

Women-Owned Business

From 1998 to 2000, the number of contracts awarded to women-owned businesses by the Department of Defense has decreased from 165,873 in 1998 to 144,517 in 1999 to 132,840 in 2000. In 2001, the Department of Defense awarded 140,815 contracts to women-owned businesses.

HUBZone Small Business Concerns

In 2001, the Department of Defense awarded 4,299 contracts to HUBZone companies.

Goal Achievement

Small Business Goal

The Department of Defense (DoD) did not achieve its goal for doing business with small businesses in 1998. Although DoD achieved its goal in 1999, it did not achieve its goal in 2000. For fiscal year 2001, DoD failed to meet its 23 percent goal, with an achievement of 20.53 percent. With an achievement of 89.3 percent of its goal, the grade will be a "B." For fiscal year 2002, DoD has a goal of 23 percent.

Small Disadvantaged Business Goal

The Department of Defense is the only federal agency that does not negotiate a separate 8(a) Program goal. Public Law 95-507, requires that small and small disadvantaged business goals be set. DoD contends that it is, by the letter of the law, not required to provide a separate 8(a) goal. This is in direct contravention to Executive Order 13170, which requires all agencies to establish a goal for doing business with the 8(a) Program. DoD, therefore, combines procurements from 8(a) firms and procurements from small disadvantaged businesses into one goal.

Based on the fact that DoD achieves its small disadvantaged business goal by combining the 8(a) Program achievements and the small disadvantaged business achievements, DoD will receive an "F" in this category.

8(a) Program Goal

As previously stated, the Department of Defense has interpreted P.L. 95-507 to require only a small disadvantaged business (SDBs) goal rather than separate goals for the 8(a) Program and SDBs. Executive Order 13170 signed by President Clinton on October 6, 2000, requires that all agencies set an 8(a) goal. DoD has not complied with this Executive Order. Therefore, for this category, DoD=s grade will be an "F" for not setting a goal.

Women-owned Business Goal

The Department of Defense did not meet its women-owned business goal from 1998 through 2000. Based on figures for 2001, DoD awarded 2.0 percent of its procurements to women-owned businesses. As DoD achieved only 40 percent of its 5 percent goal, the grade will be an "F." DoD=s women-owned business goal for fiscal year 2002 is 5 percent.

HUBZone Small Business Concern Goal

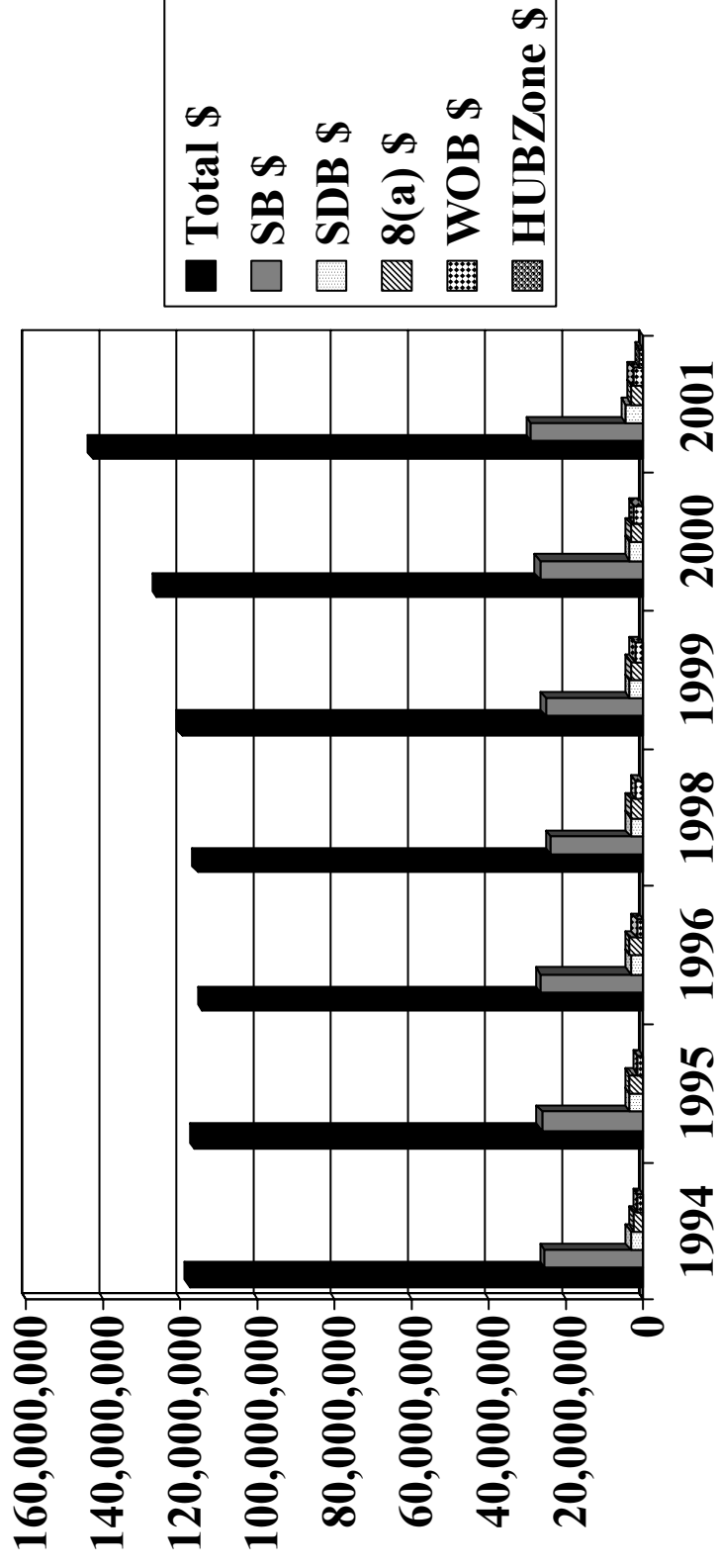
The Department of Defense did not achieve its HUBZone goal in 2001. DoD achieved 0.71 percent. DoD's goal was 2 percent. As DoD achieved 35.5 percent of its goal, the grade will be an "F." The HUBZone goal for 2002 is 2.5 percent.

Overall Grade

Small Business Goal	B 3 points
Small Disadvantaged Business Goal	F 0 points
8(a) Program Goal	F 0 points
Women-Owned Business Goal	F 0 points
HUBZone Goal	F 0 points
Average Grade	F 0.6 points

With a “B” in the Small Business Goal, an “F” in the Small Disadvantaged Business Goal, an “F” in the 8(a) Program goal, an “F” in the Women-Owned Business Goal, and an “F” in the HUBZone Goal, with all categories weighed equally, the Department of Defense has an overall point total of 0.6 points, for a grade of “F.”

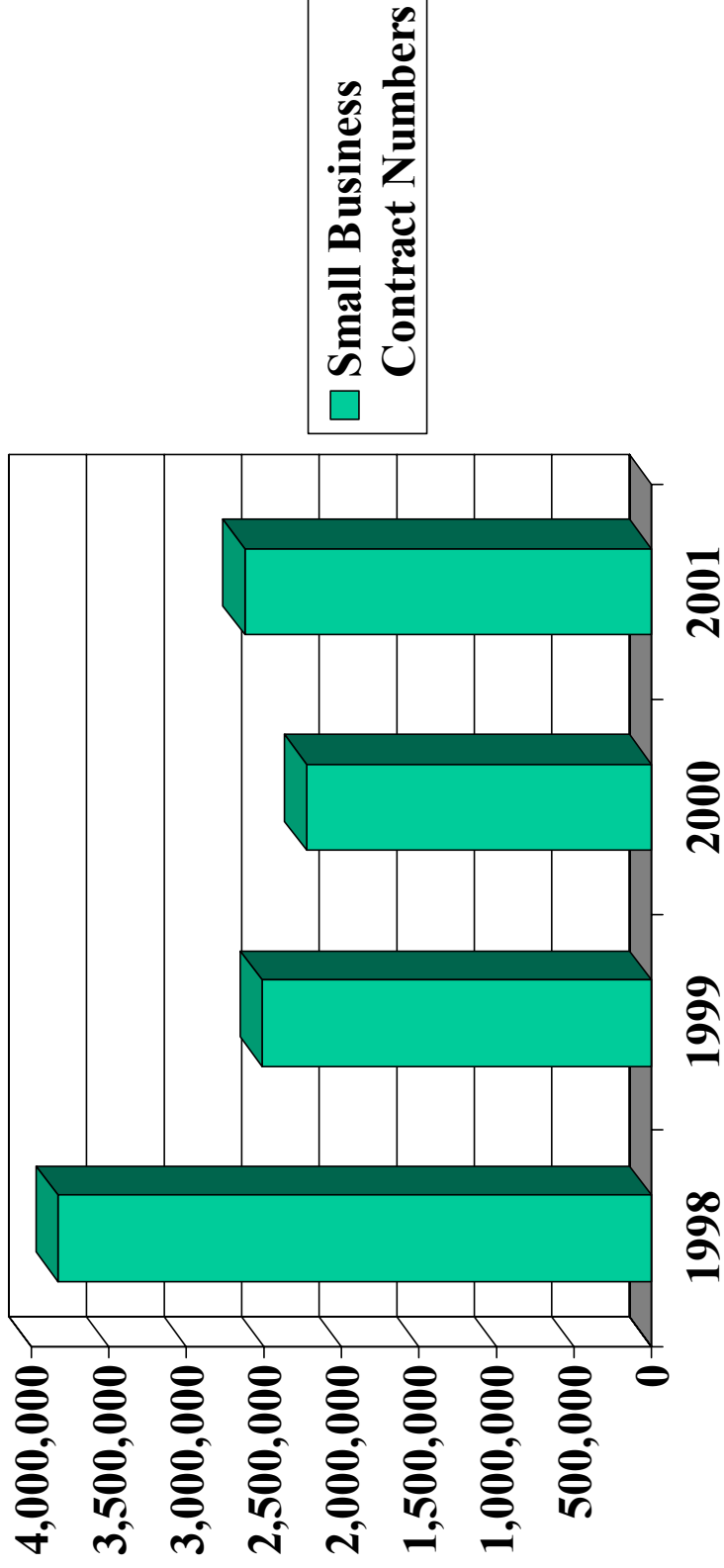
Department of Defense Procurement Dollars



Dollars are expressed in millions.

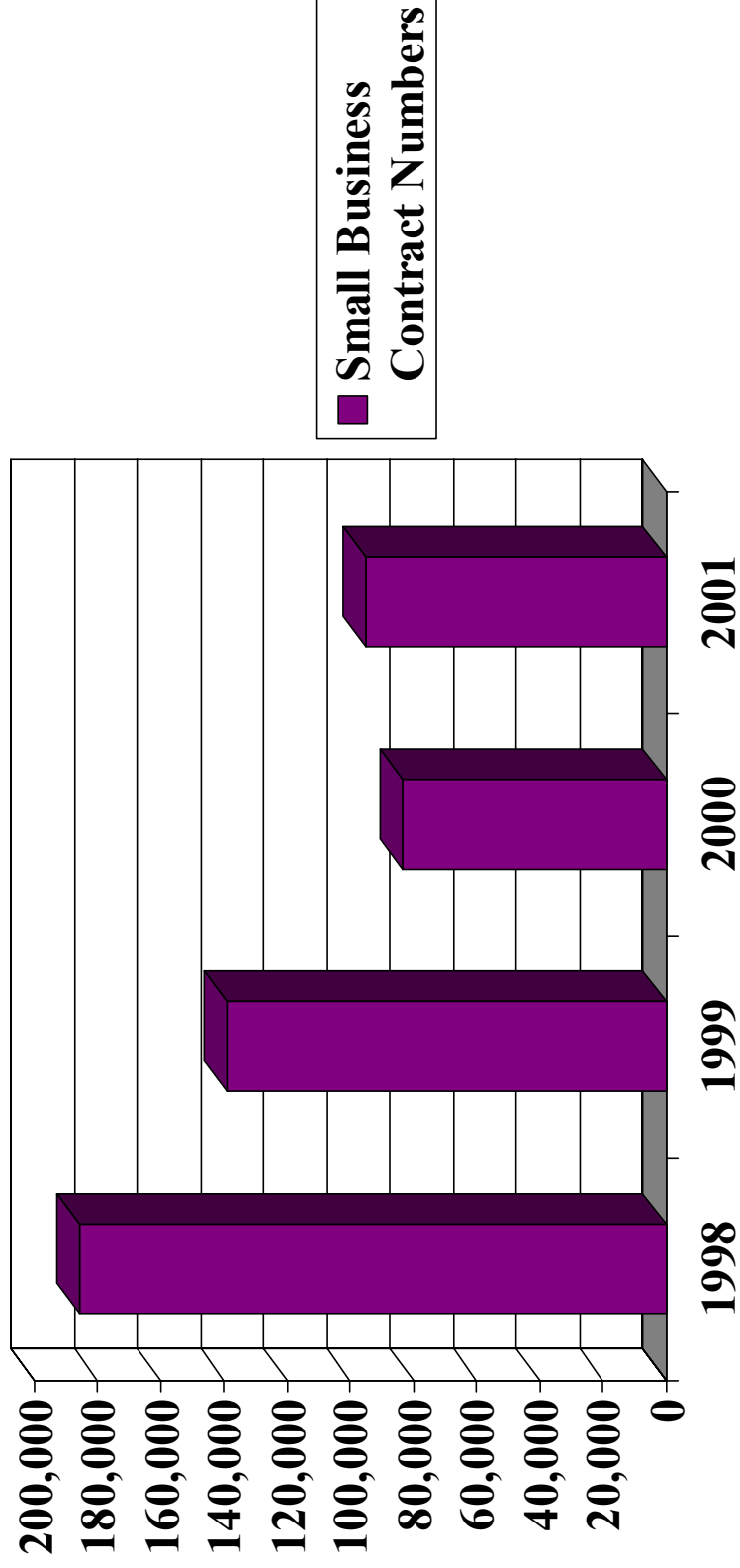
U.S. Department of Defense

Number of Contracts to Small Businesses



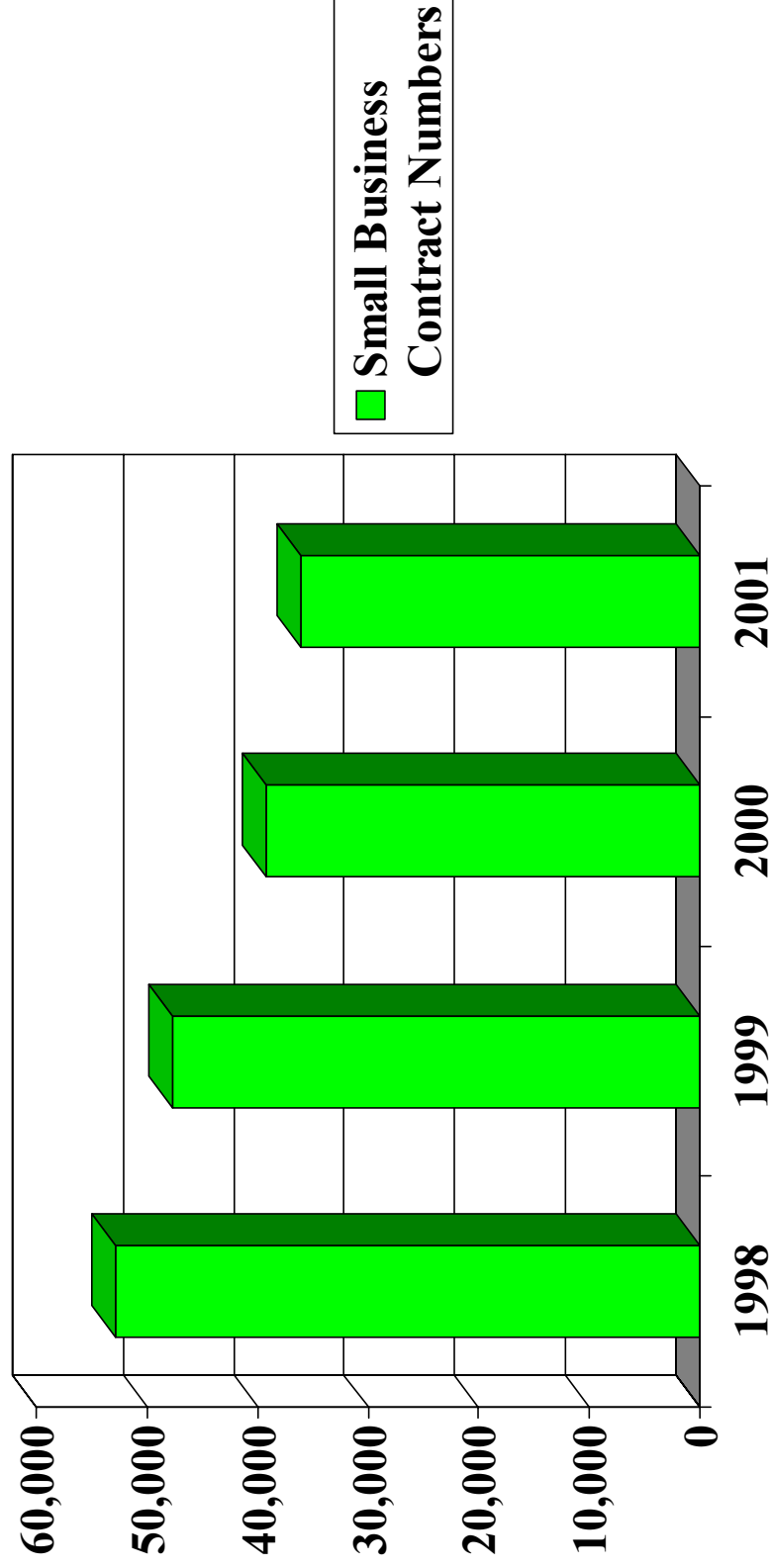
U.S. Department of Defense

Number of Contracts to Small Disadvantaged Businesses



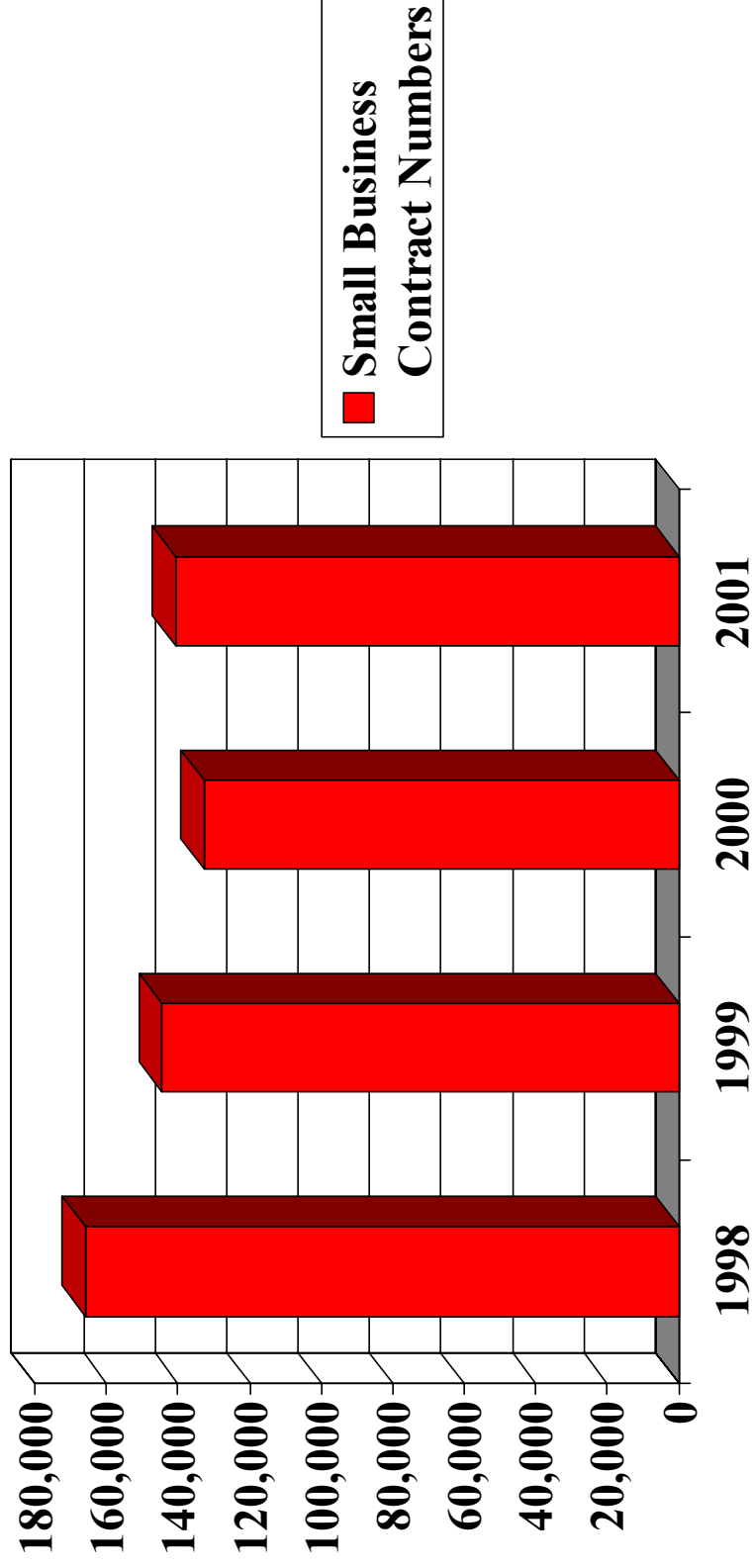
U.S. Department of Defense

Number of Contracts to 8(a) Firms



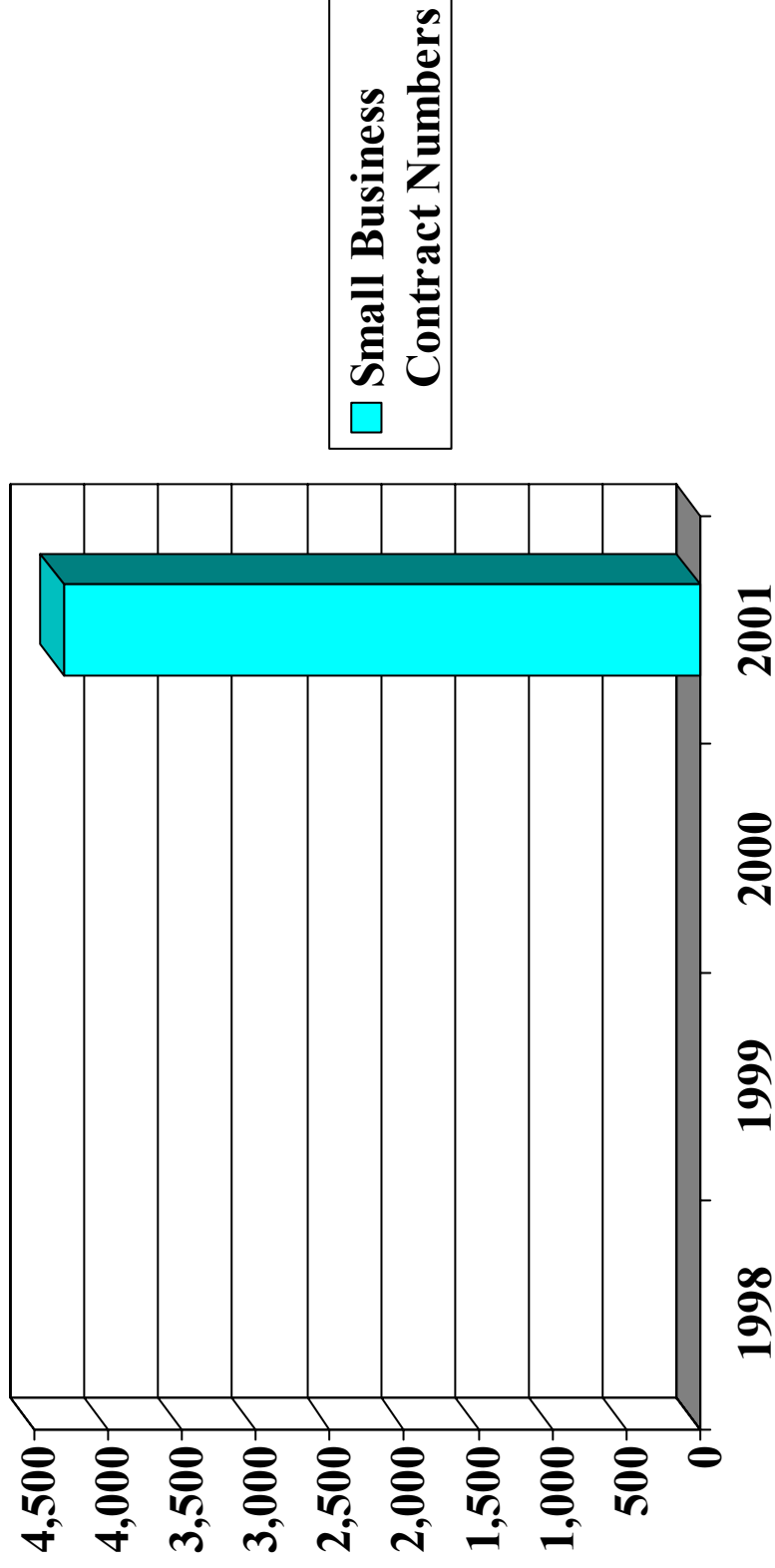
U.S. Department of Defense

Number of Contracts to Women-Owned Businesses



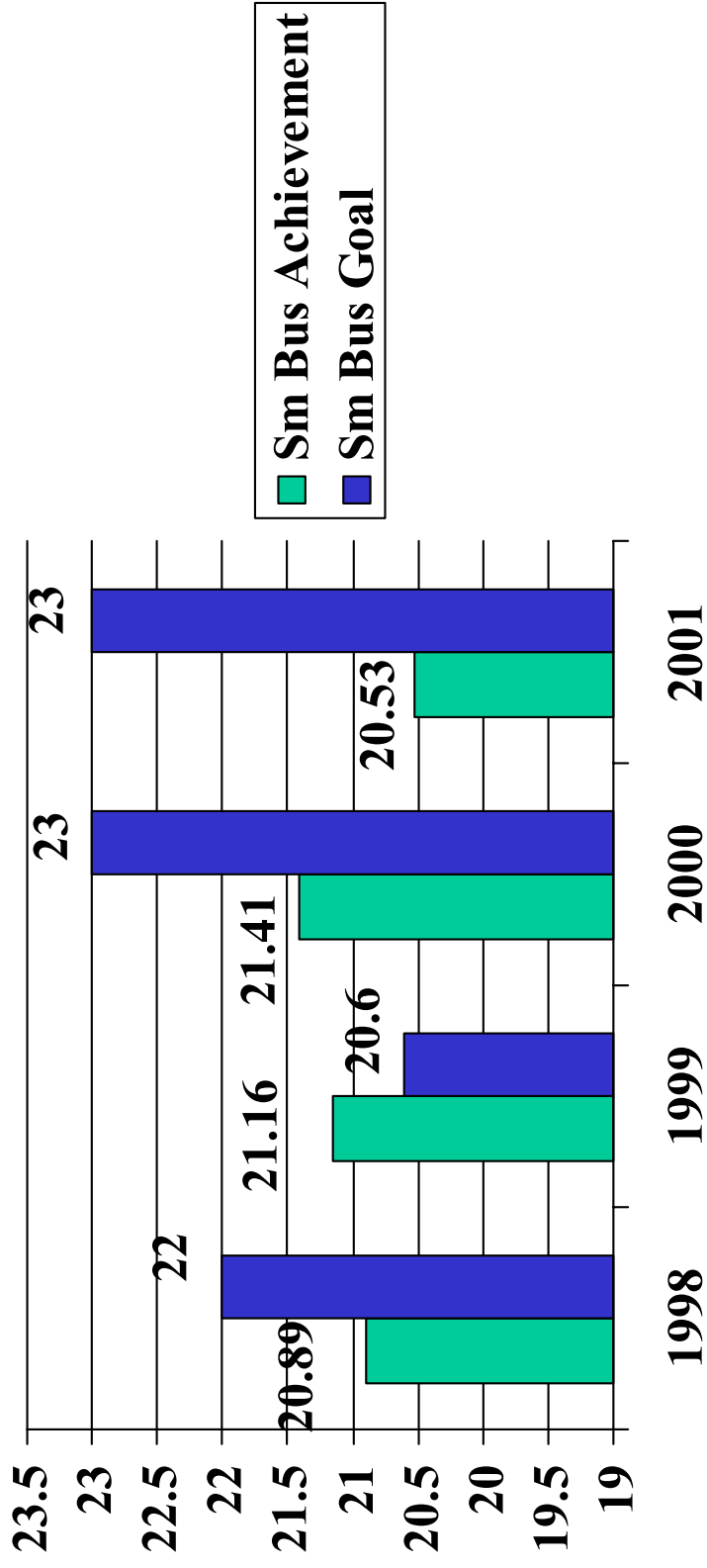
U.S. Department of Defense

Number of Contracts to HUBZone Businesses



Department of Defense

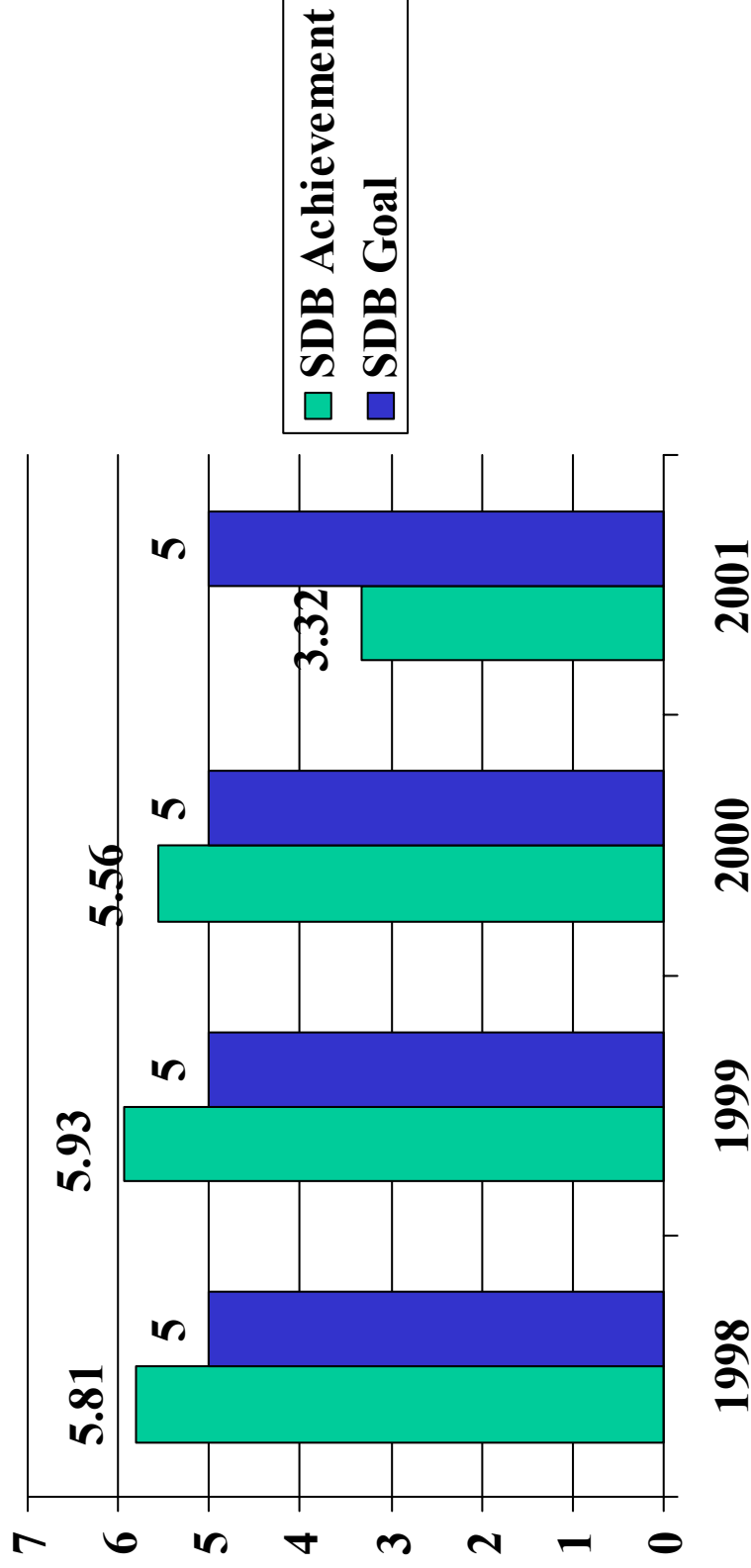
Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

Department of Defense

SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

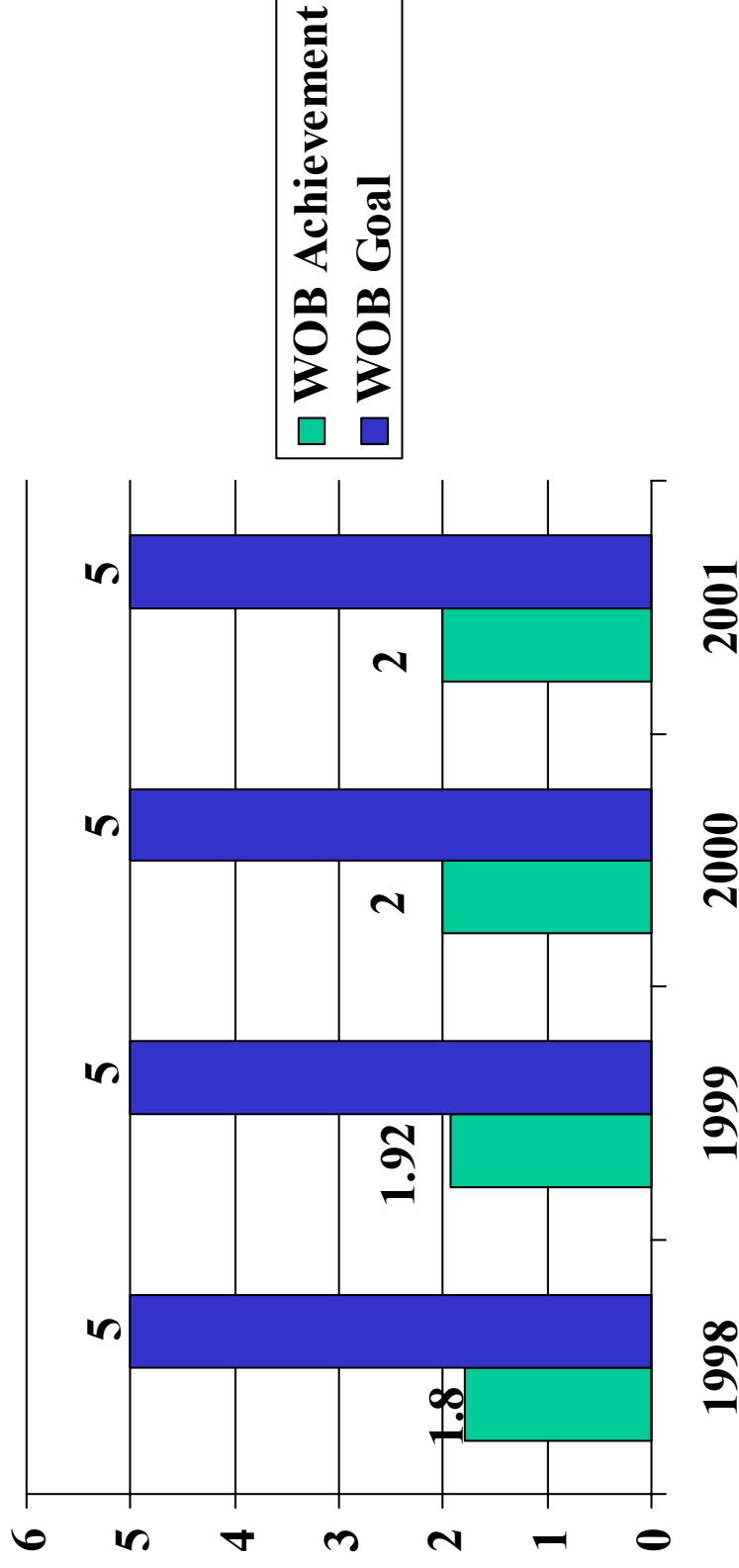
Department of Defense

8(a) Goal Achievement

- 15 USC 644 requires that, “The head of each Federal agency shall...establish goals for the participation by small business concerns, and by small business concerns owned and controlled by socially and economically disadvantaged individuals, in procurement contracts of such agency having values of \$10,000 or more.”
- The Department of Defense, unlike any other agency, has read this to mean that they do not have to set separate goals for 8(a) firms. Instead, they combine the 8(a) goal into the Small Disadvantaged Business (SDB) goal.

Department of Defense

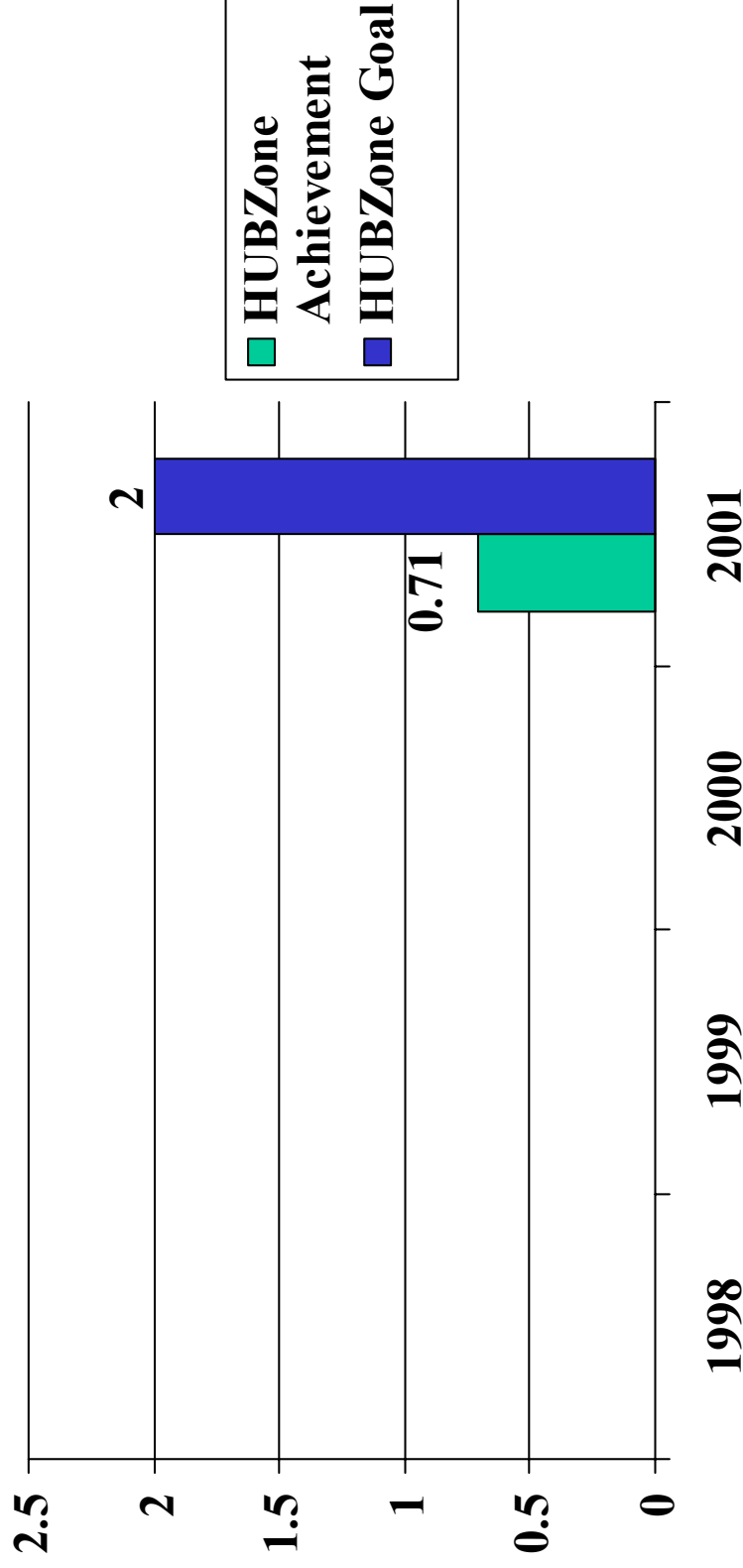
Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Department of Defense

HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

Department of Energy

Procurement Dollar Analysis

The Department of Energy is second to the Department of Defense in terms of procurement activity. From 1994 through 1996, Department of Energy procurement dollars declined, from a high in 1994 of \$17.9 billion to a low of \$15.9 billion in 1996. There was a slight increase in 1997 to \$16.2 billion, but 1998 started another declining trend, with \$15.1 billion. Another slight increase in 1999 figures occurred with procurement volume of \$15.7 billion. In 2000, Energy showed an increase to \$16.9 billion. Figures for 2001 show an increase to \$18.6 billion.

Numbers of Contracts

Although a complete analysis of trends is not available for the past three years due to DOE's inflated contract numbers in previous years, 2000 and 2001 data is shown below:

Small Business

In 2000, DOE awarded 8,824 contracts to small businesses. In 2001, DOE awarded 8,933 contracts to small businesses.

Small Disadvantaged Businesses

In 2000, DOE awarded 565 contracts to small disadvantaged businesses. In 2001, DOE awarded 621 contracts to small disadvantaged businesses.

8(a) Program

In 2000, DOE awarded 919 contracts to 8(a) Program participants. In 2001, DOE awarded 909 contracts to 8(a) companies.

Women-Owned Businesses

In 2000, DOE awarded 581 contracts to women-owned businesses. In 2001, DOE awarded 854 contracts to women-owned businesses.

HUBZone Small Business Concerns

In 2001, DOE awarded 86 contracts to HUBZone companies.

Goal Achievement

In 1998 and 1999, DOE included subcontracting dollars with prime contract dollars to offset their inability to meet their prime contracting goals. This is clearly improper, as only prime contracts should be attributable to prime contract goals. Therefore, for 1999, DOE received an AF@ in all categories for not achieving its prime contracting goals solely through the use of prime contracts.

Small Business Goal

The Department of Energy did not meet its small business goal in 2000. Based on figures for 2001, DOE again did not achieve its small business goal. DOE achieved 2.89 percent. DOE's goal was 5 percent. As DOE achieved 57.8 percent of its goal, the grade will be an "F." For fiscal year 2002, DOE has a small business goal of 23 percent.

Small Disadvantaged Business Goal

The Department of Energy exceeded its small disadvantaged business goal in 2000. Based on figures for 2001, DOE again exceeded its small disadvantaged business goal. DOE achieved 0.46 percent. DOE's goal was 0.3 percent. As DOE exceeded its goal, the grade would normally be an "A." As DOE had a goal less than the mandated goal of 5 percent, DOE would normally be downgraded to a "B." However, as DOE has set a goal below the statutory goal for the past two years, DOE will be downgraded to a "C." For fiscal year 2002, DOE has a small disadvantaged business goal of 5 percent.

8(a) Program Goal

The Department of Energy did not achieve its 8(a) Program goal in 2000. Based on figures for 2001, DOE again did not achieve its 8(a) Program goal. DOE achieved 0.8 percent. DOE's goal was 1 percent. As DOE achieved 80 percent of its goal, the grade will be a "B." For fiscal year 2002, DOE has a goal of 2.5 percent.

Women-Owned Business Goal

The Department of Energy did not achieve its women-owned business goal in 2000. Based on figures for 2001, DOE exceeded its goal. DOE achieved 0.39 percent. DOE's goal was 0.3 percent. As DOE exceeded its goal, the grade would normally be an "A." However, as DOE's goal of 0.3 percent is less than the mandated goal of 5 percent, DOE would normally be downgraded to a "B." In light of the fact that DOE has set a goal below the statutory goal for the past two years, DOE will be downgraded to a "C." For fiscal year 2002, DOE has a goal of 5 percent.

HUBZone Small Business Concern Goal

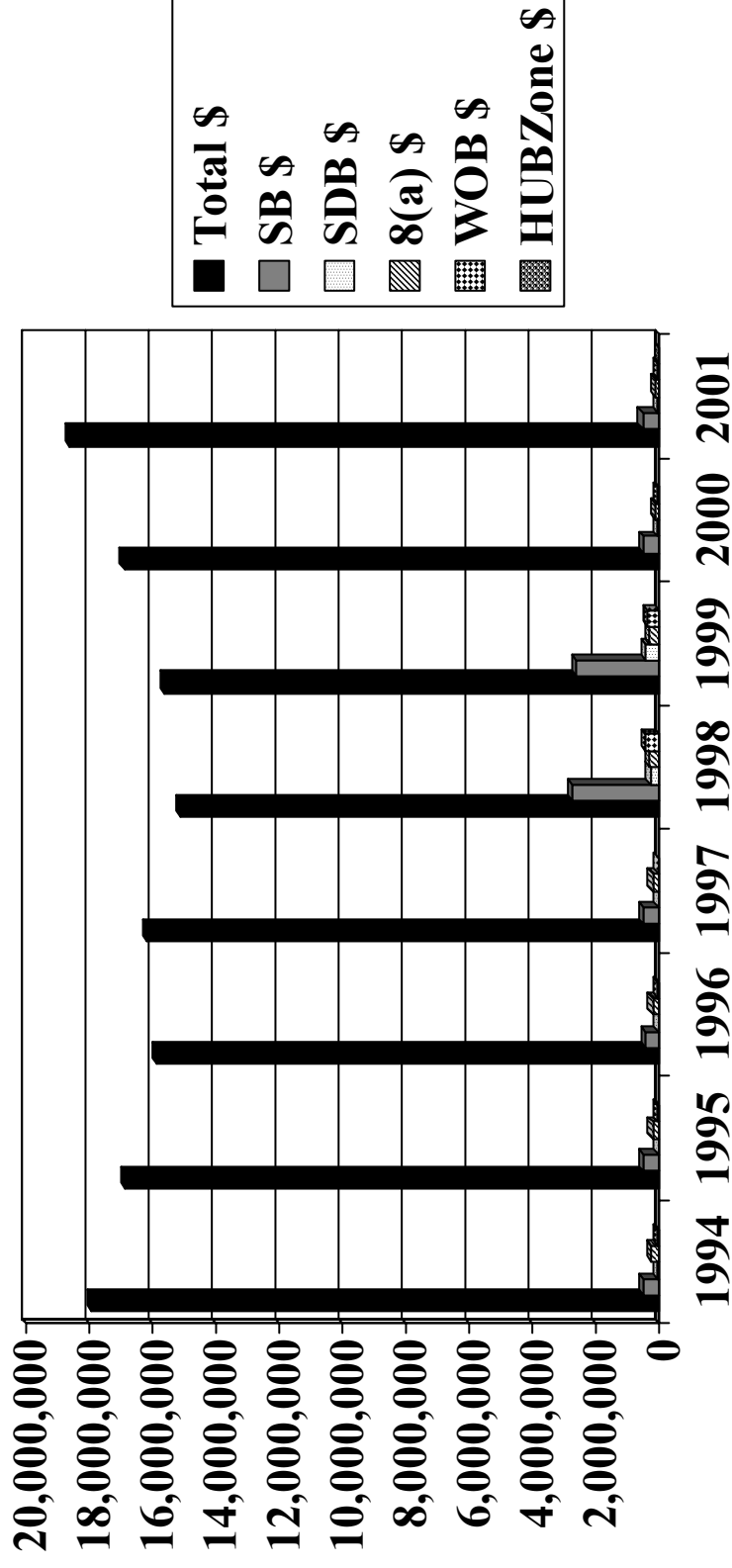
The Department of Energy did not achieve its HUBZone goal in 2001. DOE achieved 0.06 percent. DOE's goal was 2 percent. As DOE achieved 3 percent of its goal, the grade will be an "F." DOE has a HUBZone business goal of 2.5 percent for fiscal year 2002.

Overall Grade

Small Business Goal	F 0 points
Small Disadvantaged Business Goal	C 2 points
8(a) Program Goal	B 3 points
Women-Owned Business Goal	C 2 points
HUBZone Goal	F 0 points
Average Grade	D 1.4 points

With an "F" in the Small Business Goal, a "C" in the Small Disadvantaged Business Goal, a "B" in the 8(a) Program goal, a "C" in the Women-Owned Business Goal, and an "F" in the HUBZone Goal, with all categories weighed equally, the Department of Energy has an overall point total of 1.4 points, for a grade of "D."

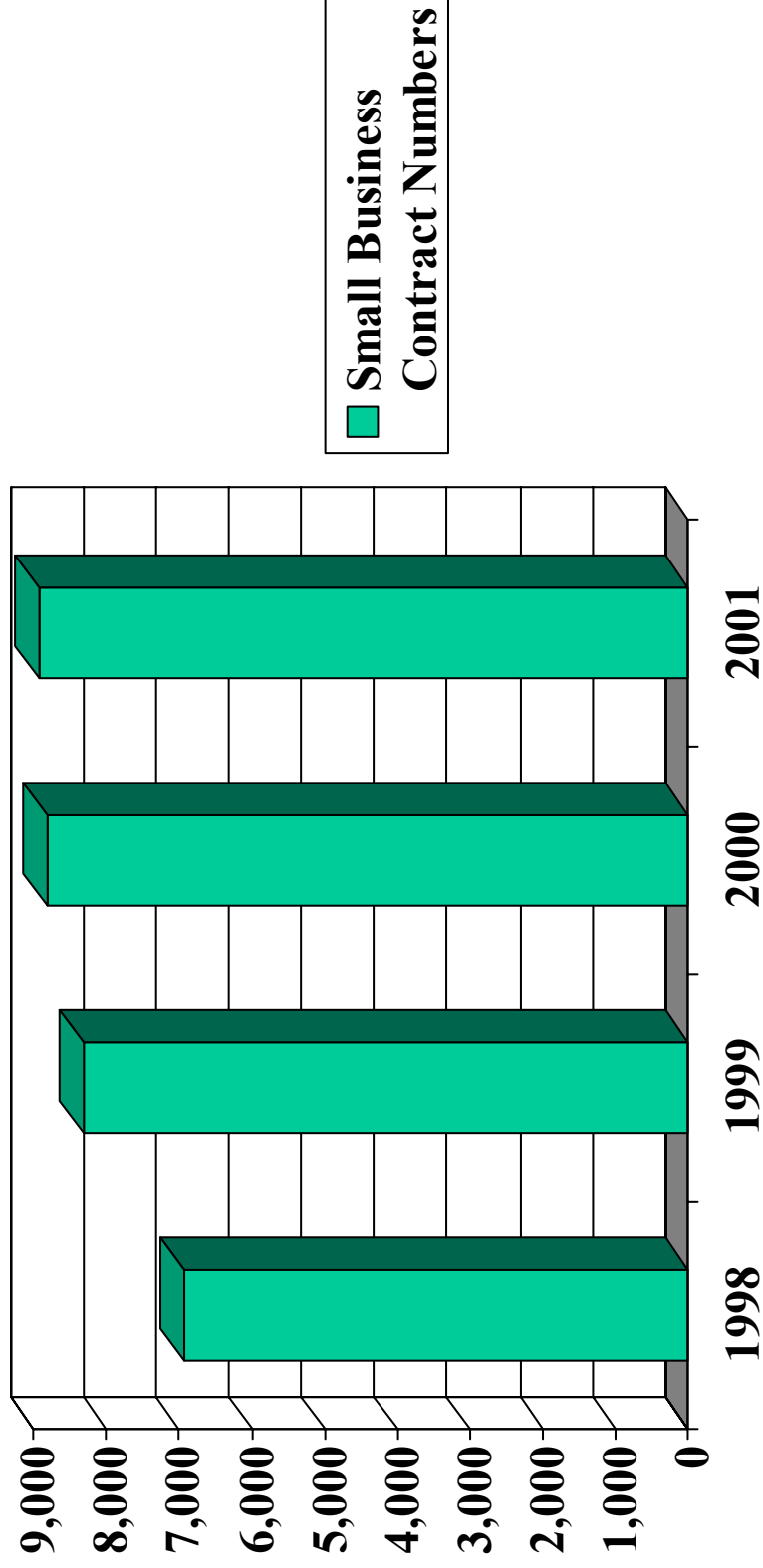
Department of Energy Procurement Dollars



Dollars are expressed in millions.

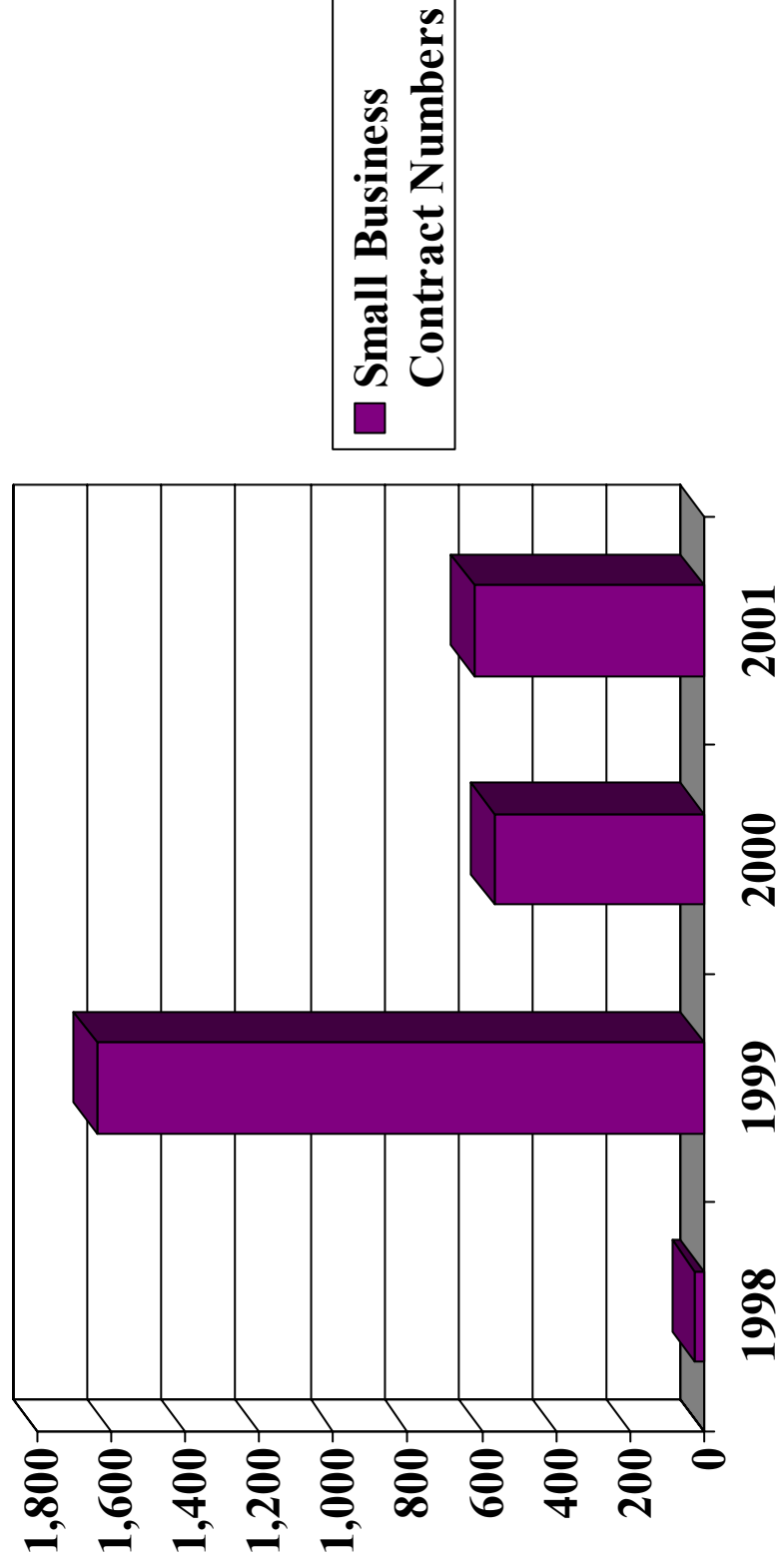
U.S. Department of Energy

Number of Contracts to Small Businesses



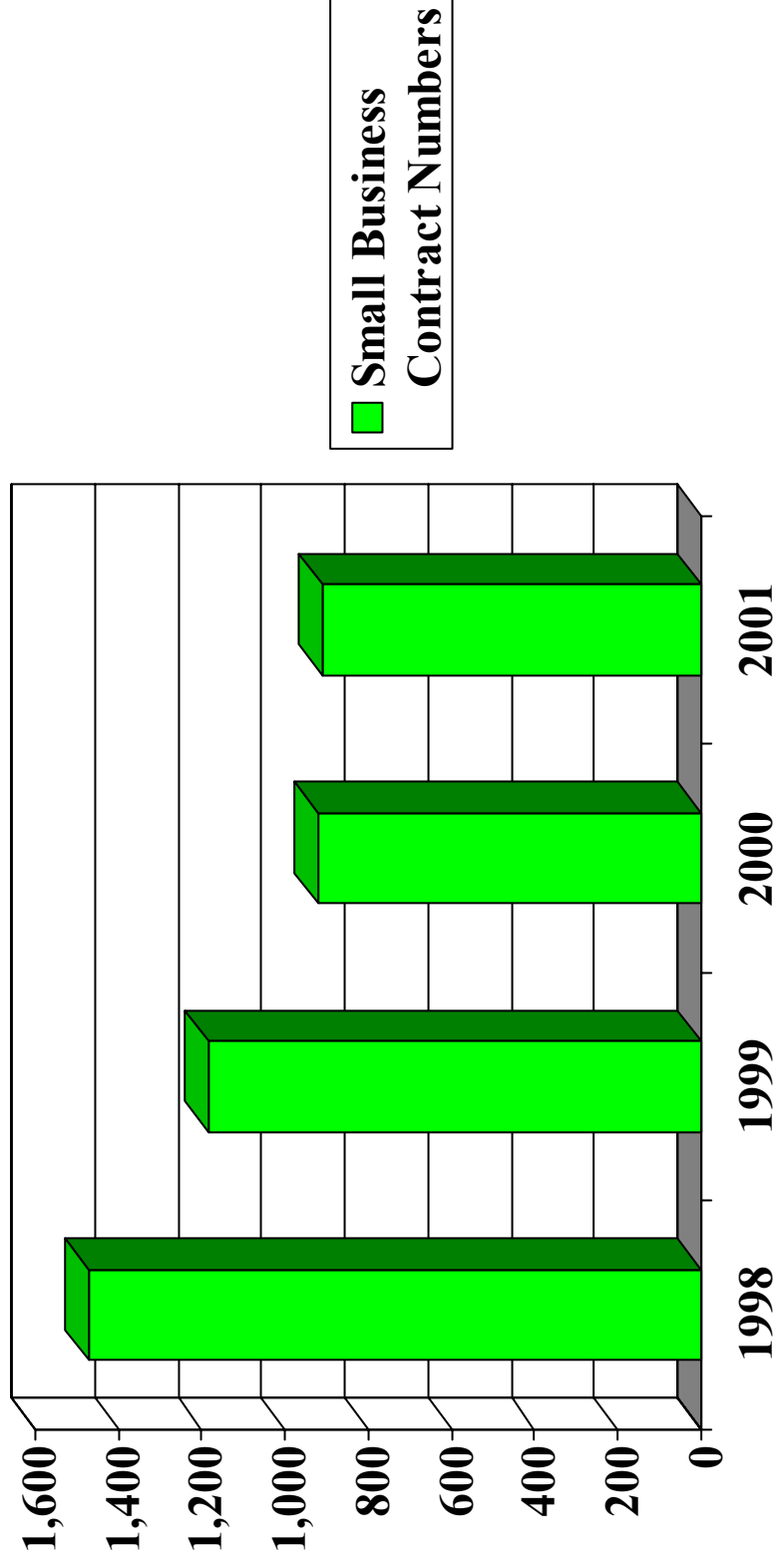
U.S. Department of Energy

Number of Contracts to Small Disadvantaged Businesses



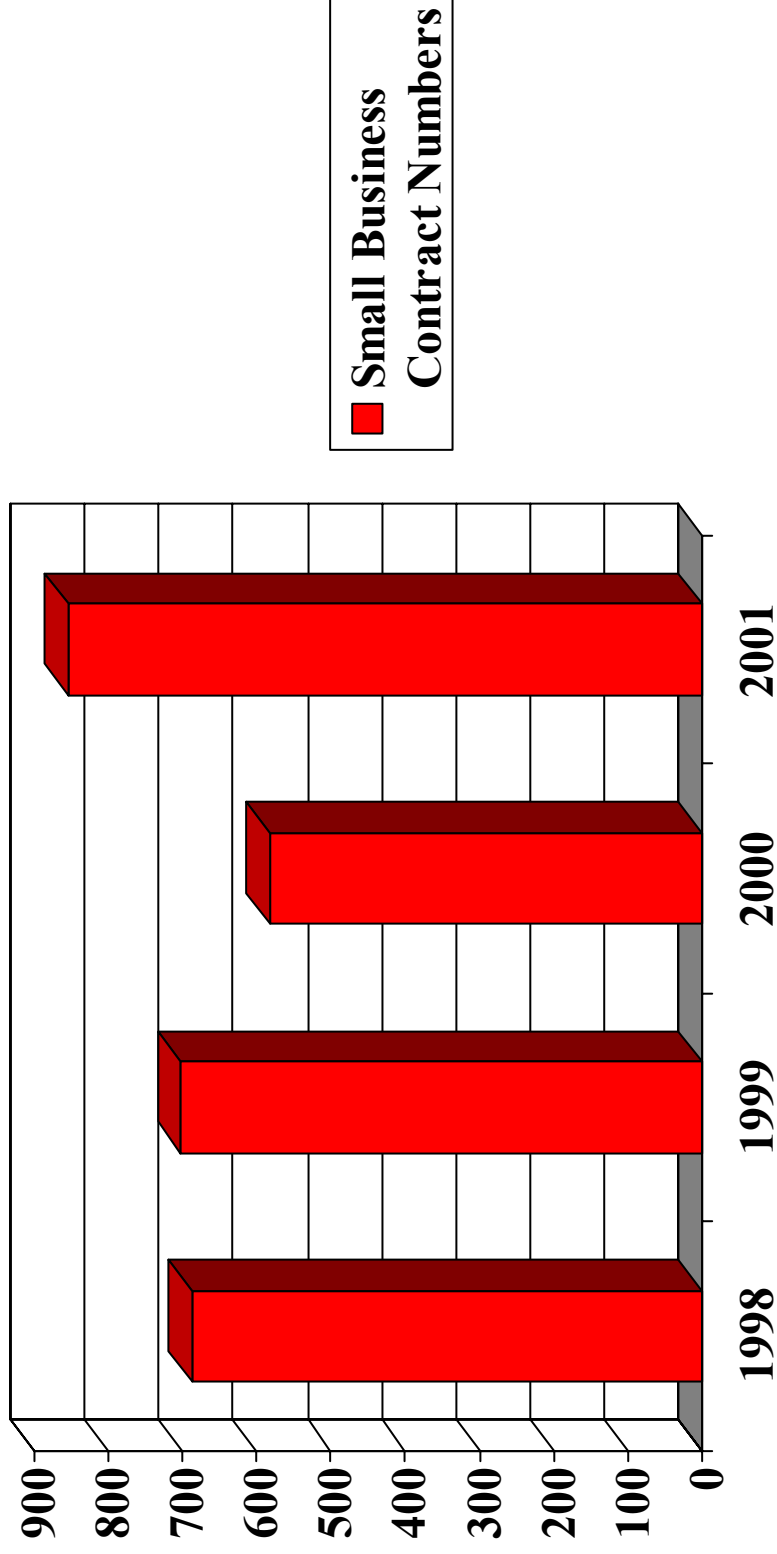
U.S. Department of Energy

Number of Contracts to 8(a) Firms



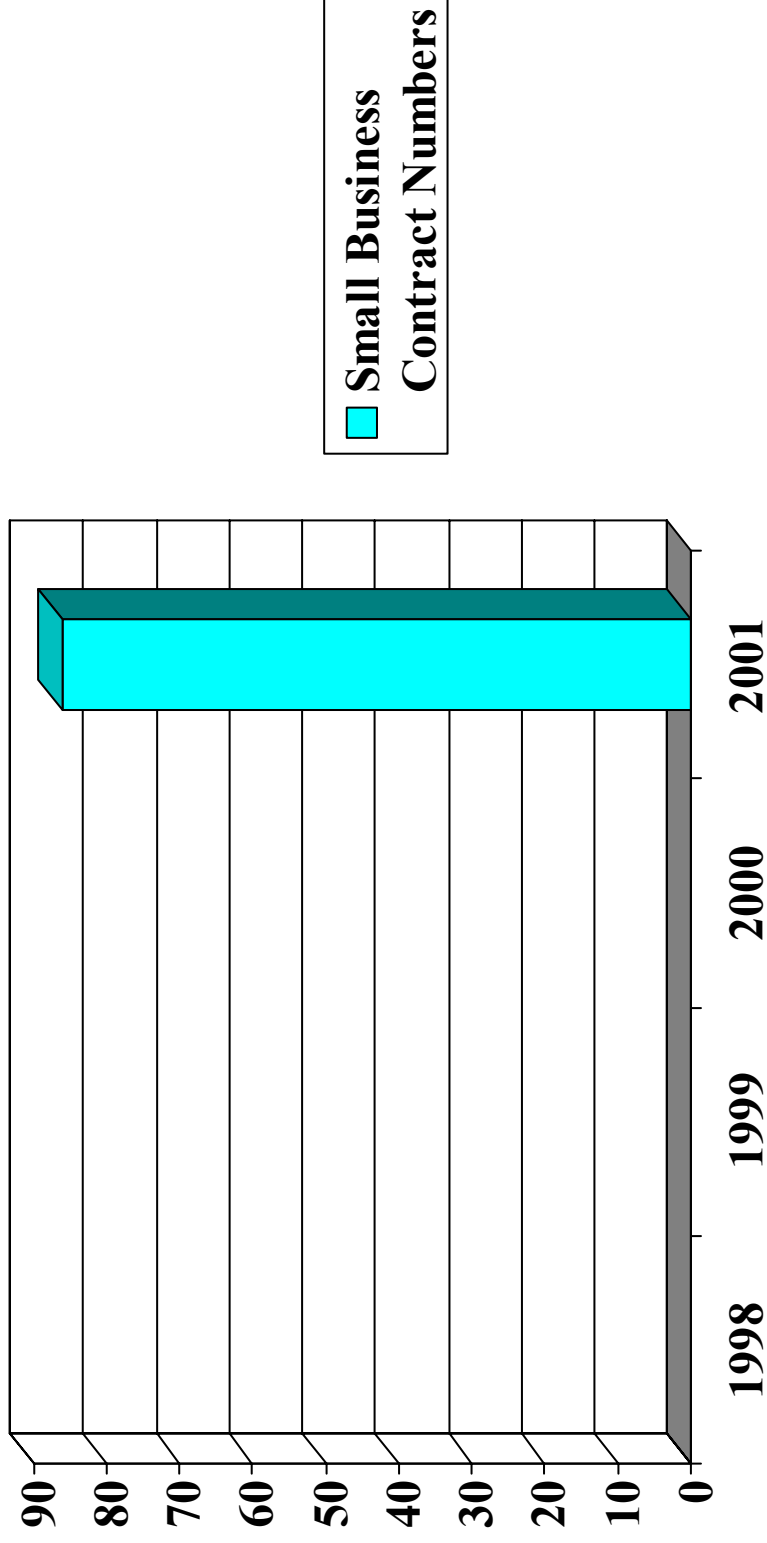
U.S. Department of Energy

Number of Contracts to Women-Owned Businesses



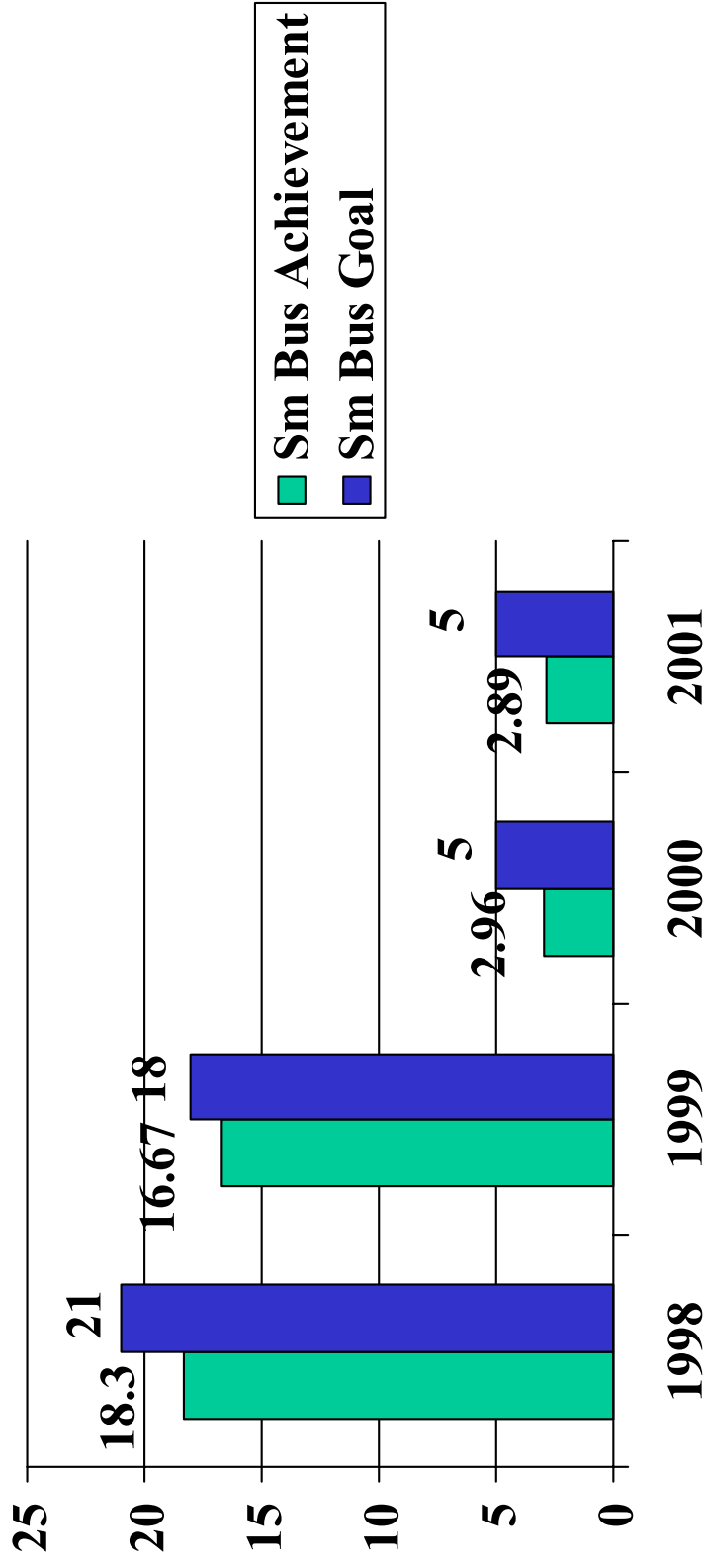
U.S. Department of Energy

Number of Contracts to HUBZone Businesses



Department of Energy

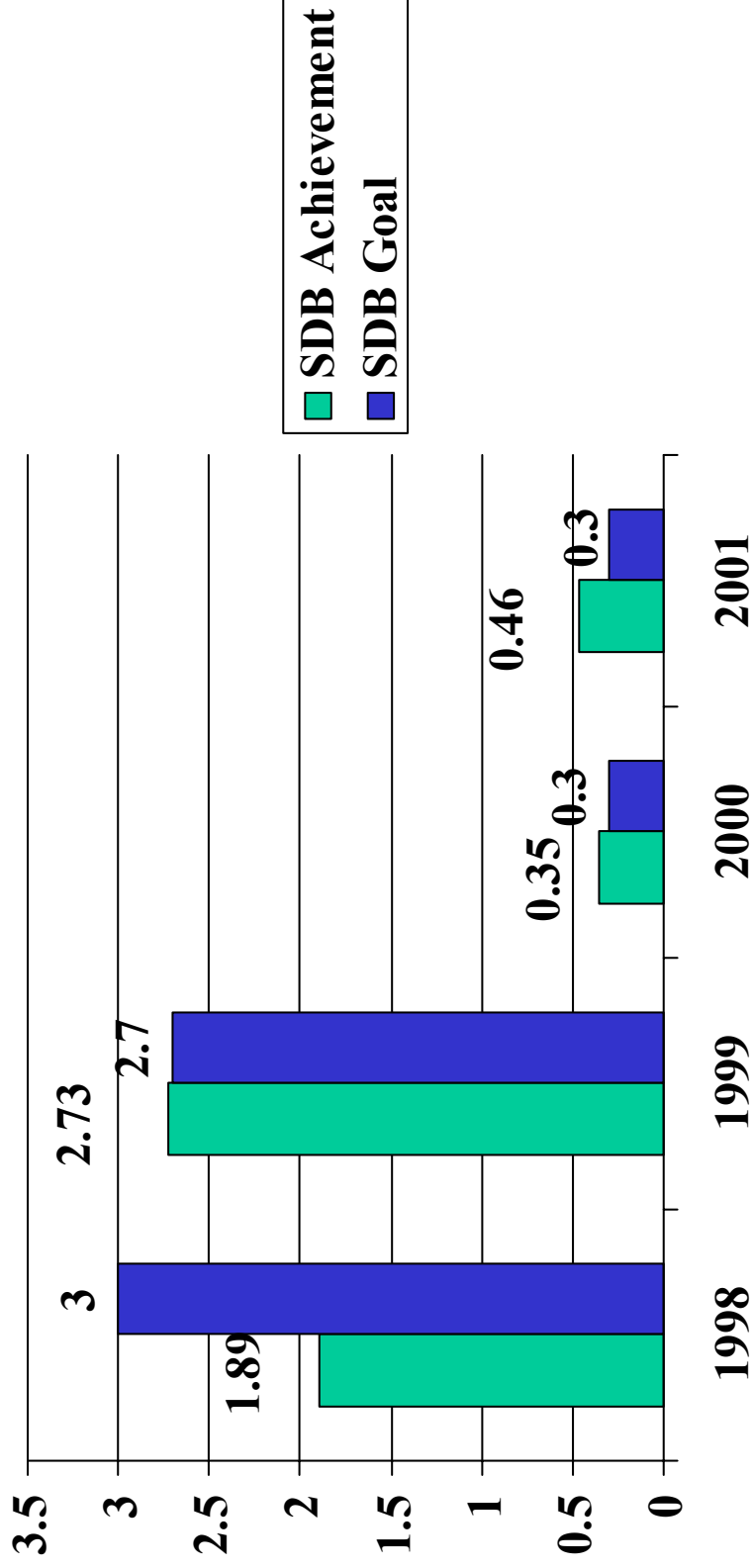
Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

Department of Energy

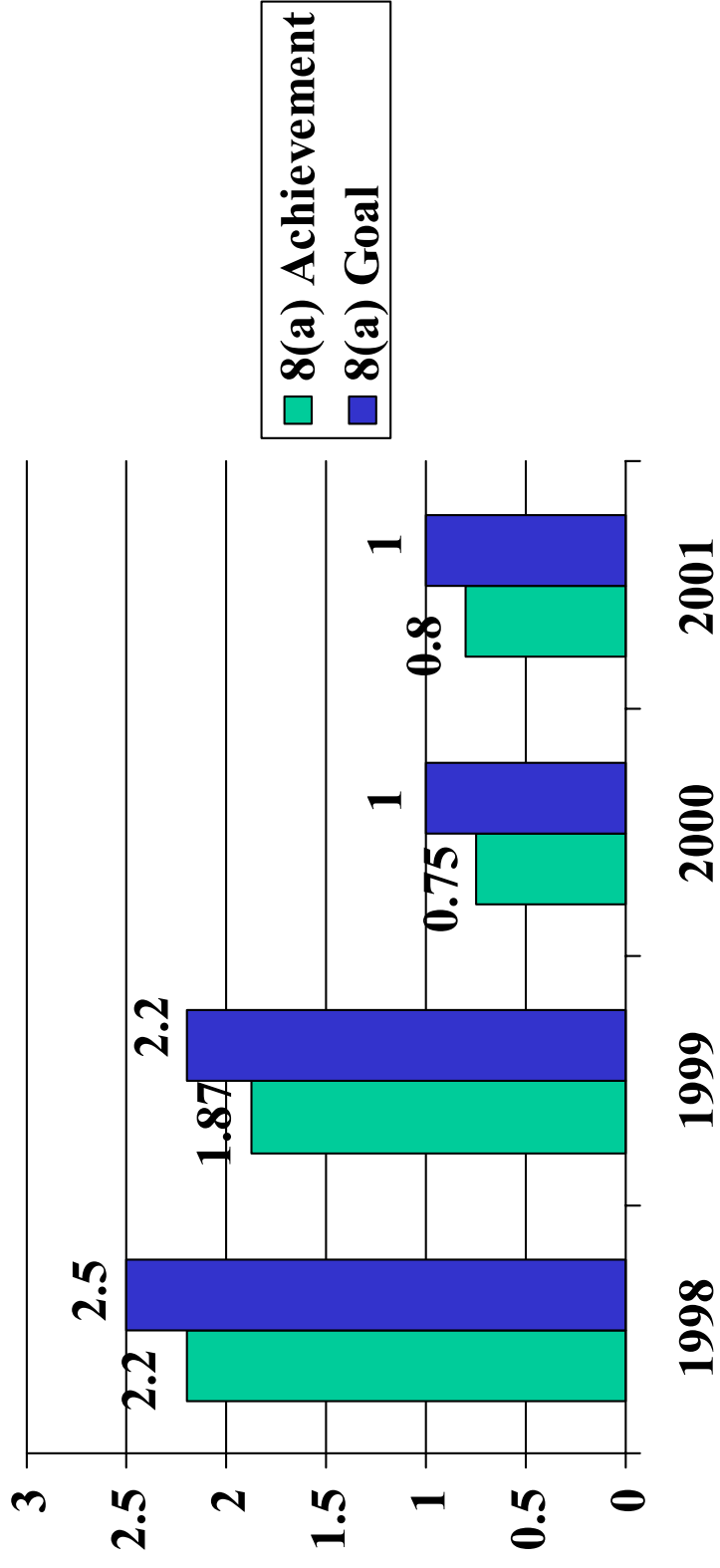
SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Department of Energy

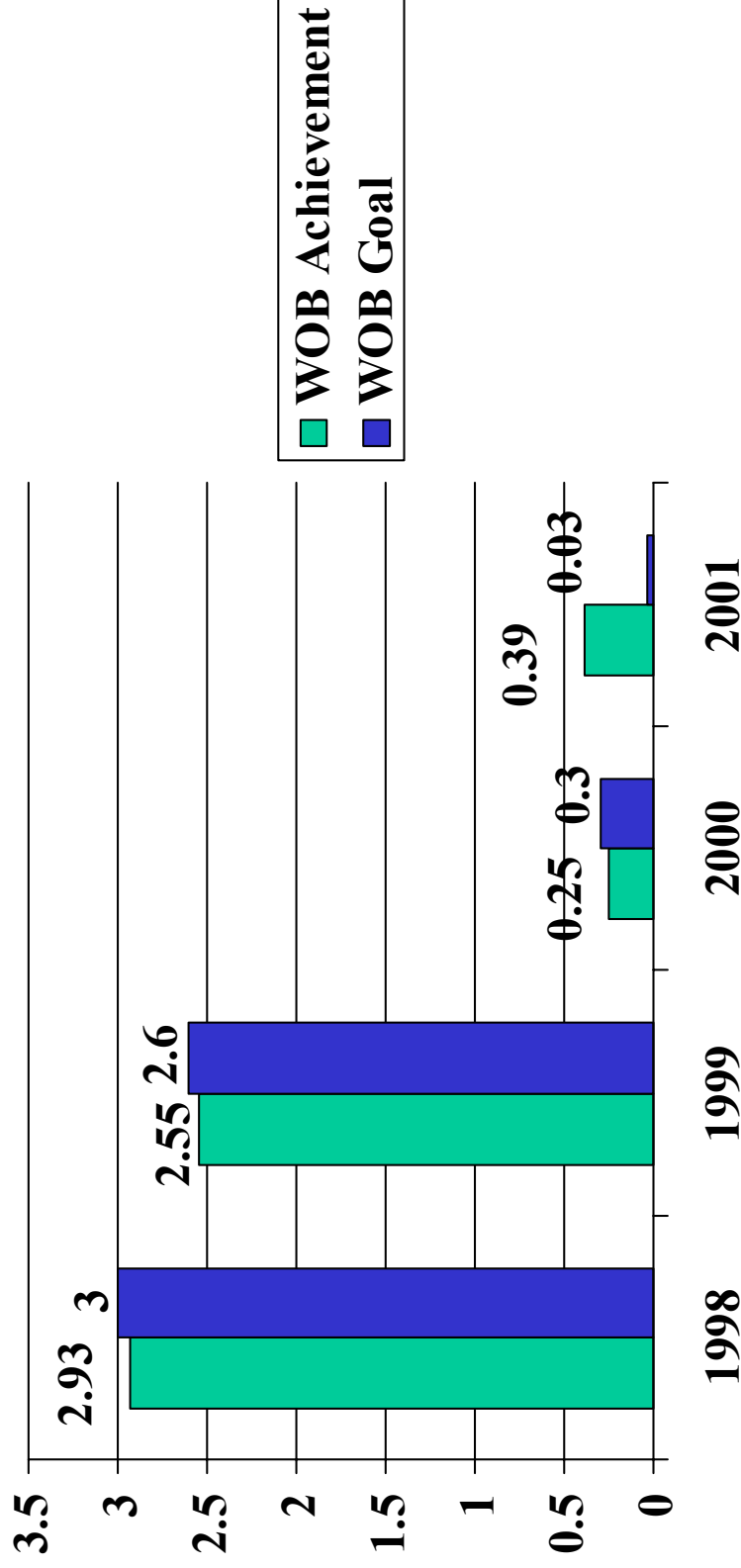
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Department of Energy

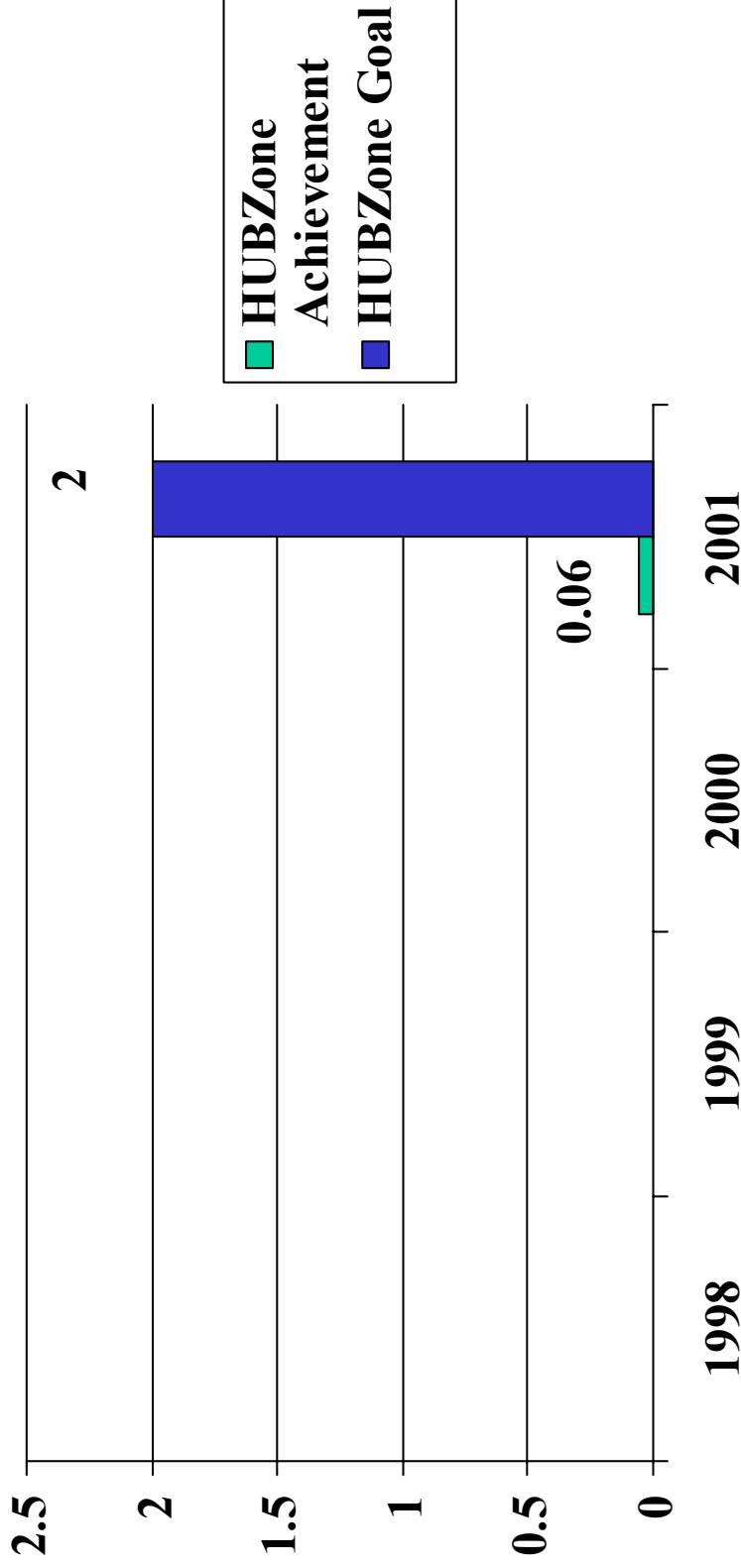
Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Department of Energy

HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

National Aeronautics and Space Administration

Procurement Dollar Analysis

The National Aeronautics and Space Administration (NASA) is the third-largest federal agency as far as procurement dollars. Procurement dollars increased from 1994 to 1995, from a low in 1994 of \$11.5 billion, to a high in 1995 of \$11.8 billion. Activity in 1996 decreased to \$11.3 billion, 1997 showed a decrease to \$11.2 billion, and 1998 showed a decrease to \$10.8 billion. In 1999, NASA showed a slight increase in procurement activity to \$11 billion. Figures for 2000 show a slight increase to \$11.1 billion. In 2001, NASA had an increase in procurement volume to \$11.2 billion.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by the National Aeronautics and Space Administration decreased from 39,174 in 1998 to 29,759 in 1999. In 2000, NASA awarded 23,202 contracts to small businesses. In 2001, NASA awarded 20,476 contracts to small businesses. The total percentage decrease from 1998 to 2001 was over 47 percent.

Small Disadvantaged Business

From 1999 to 2000, the number of contracts awarded to small disadvantaged businesses by the National Aeronautics and Space Administration increased from 482 in 1999 to 1,269 in 2000. [Note: Due to a NASA reporting error, the number of contracts awarded to small disadvantaged businesses in 1998 was reported as a negative number.] In 2001, NASA awarded 1,183 contracts to small disadvantaged businesses.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms by the National Aeronautics and Space Administration increased from 2,758 in 1998 to 3,241 in 1999. In 2000, NASA awarded 2,365 contracts to 8(a) firms. In 2001, NASA awarded 2,674 contracts to 8(a) companies.

Women-Owned Business

From 1998 to 1999, the number of contracts awarded to women-owned businesses by the National Aeronautics and Space Administration increased from 1,615 in 1998 to 1,774 in 1999. In 2000, NASA awarded 1,394 contracts to women-owned businesses. In 2001, NASA awarded 1,830 contracts to women-owned businesses.

HUBZone Small Business Concerns

In 2001, NASA awarded 131 contracts to HUBZone companies.

Goal Achievement

Small Business Goal

NASA exceeded its goal for doing business with small businesses from 1998 through 2000. Based on 2001 figures, NASA exceeded its goal with an achievement of 14.52 percent. NASA's goal was 12.4 percent. Therefore, the grade would normally be an "A." However, as NASA had a goal less than the mandated 23 percent, NASA would normally be downgraded to a "B." As NASA has set a goal below the statutory goal for the past two years, NASA will be further downgraded to a "C." For fiscal year 2002, NASA has a goal of 23 percent.

Small Disadvantaged Business Goal

NASA exceeded its small disadvantaged business goal from 1998 through 2000. Based on 2001 figures, NASA exceeded its goal with an achievement of 2.72 percent. NASA's goal was 2 percent. Therefore, the grade would normally be an "A." Based on the fact that NASA had a goal of 2 percent which is lower than the mandated 5 percent goal, NASA would normally be downgraded to a "B." As NASA has set a goal below the statutory goal for the past two years, NASA will be further downgraded to a "C." For fiscal year 2002, NASA has a small disadvantaged business goal of 6.5 percent.

8(a) Program Goal

NASA did not achieve its 8(a) Program goal in 1998. NASA exceeded its goal in 1999 and 2000. Based on 2001 figures, NASA exceeded its goal with an achievement of 3.96 percent. The goal was 2.9 percent. Therefore, the grade will be an "A." NASA's 8(a) Program goal for fiscal year 2002 is 3.25 percent.

Women-owned Business Goal

NASA exceeded its women-owned business goal from 1998 through 2000. Based on 2001 figures, NASA exceeded its goal with an achievement of 2.28 percent. NASA's goal was 1.4 percent. Therefore, the grade would normally be an "A." However, based on the fact that NASA had a women-owned business goal less than the 5 percent mandated goal, NASA would normally be downgraded to a "B." As NASA has set a goal below the statutory goal for the past two years, NASA will be further downgraded to a "C." For fiscal year 2002, NASA has a goal of 5 percent.

HUBZone Small Business Concern Goal

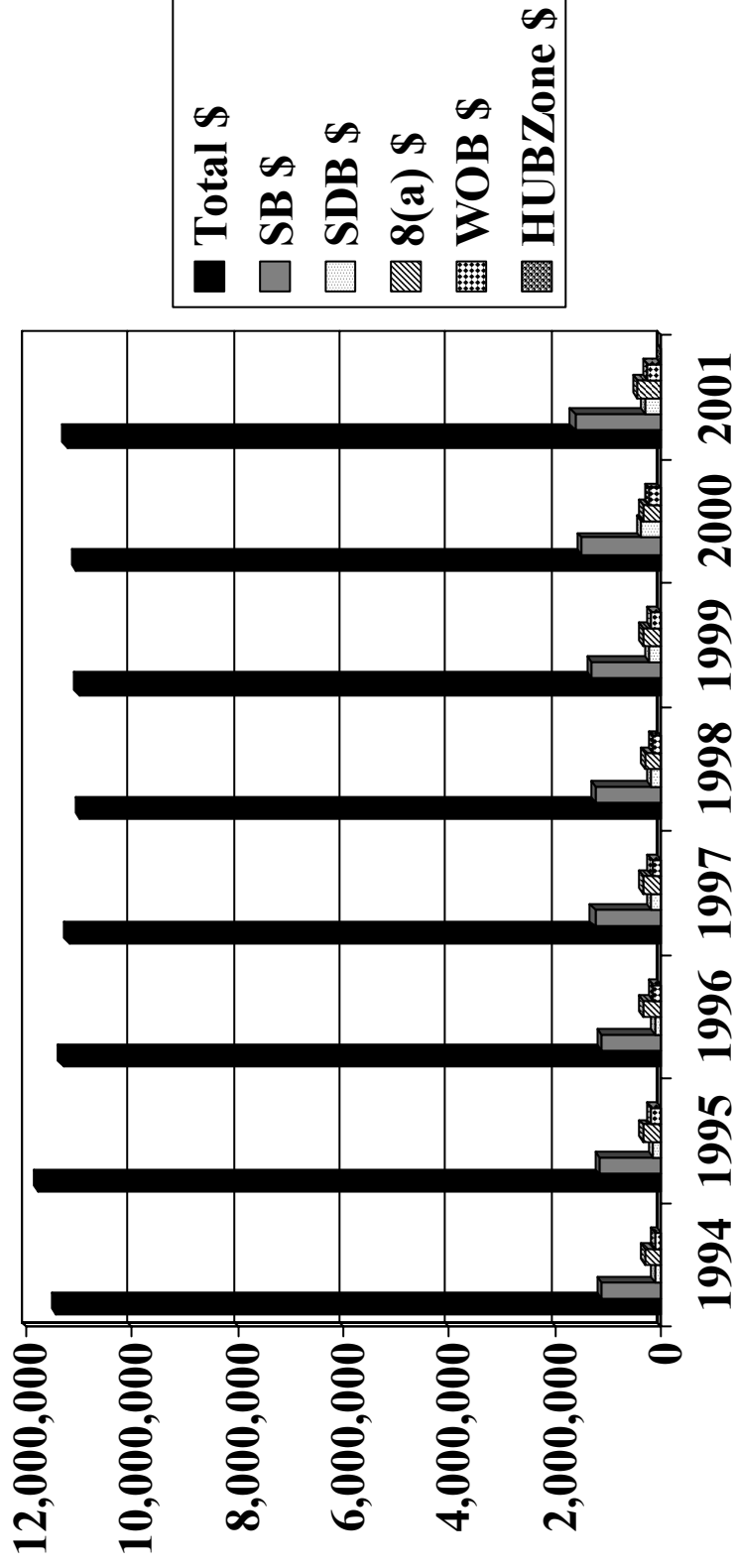
NASA did not achieve its HUBZone goal in 2001. NASA achieved 0.14 percent. NASA's goal was 2 percent. As NASA achieved 7 percent of its goal, the grade will be an "F." NASA has a HUBZone business goal of 2.5 percent for fiscal year 2002.

Overall Grade

Small Business Goal	C 2 points
Small Disadvantaged Business Goal	C 2 points
8(a) Program Goal	A 4 points
Women-Owned Business Goal	C 2 points
HUBZone Goal	F 0 points
Average Grade	C- 2 points

With a “C” in the Small Business Goal, a “C” in the Small Disadvantaged Business Goal, an “A” in the 8(a) Program goal, a “C” in the Women-Owned Business Goal, and an “F” in the HUBZone Goal, with all categories weighed equally, the National Aeronautics and Space Administration has an overall point total of 2 points, for a grade of “C-.”

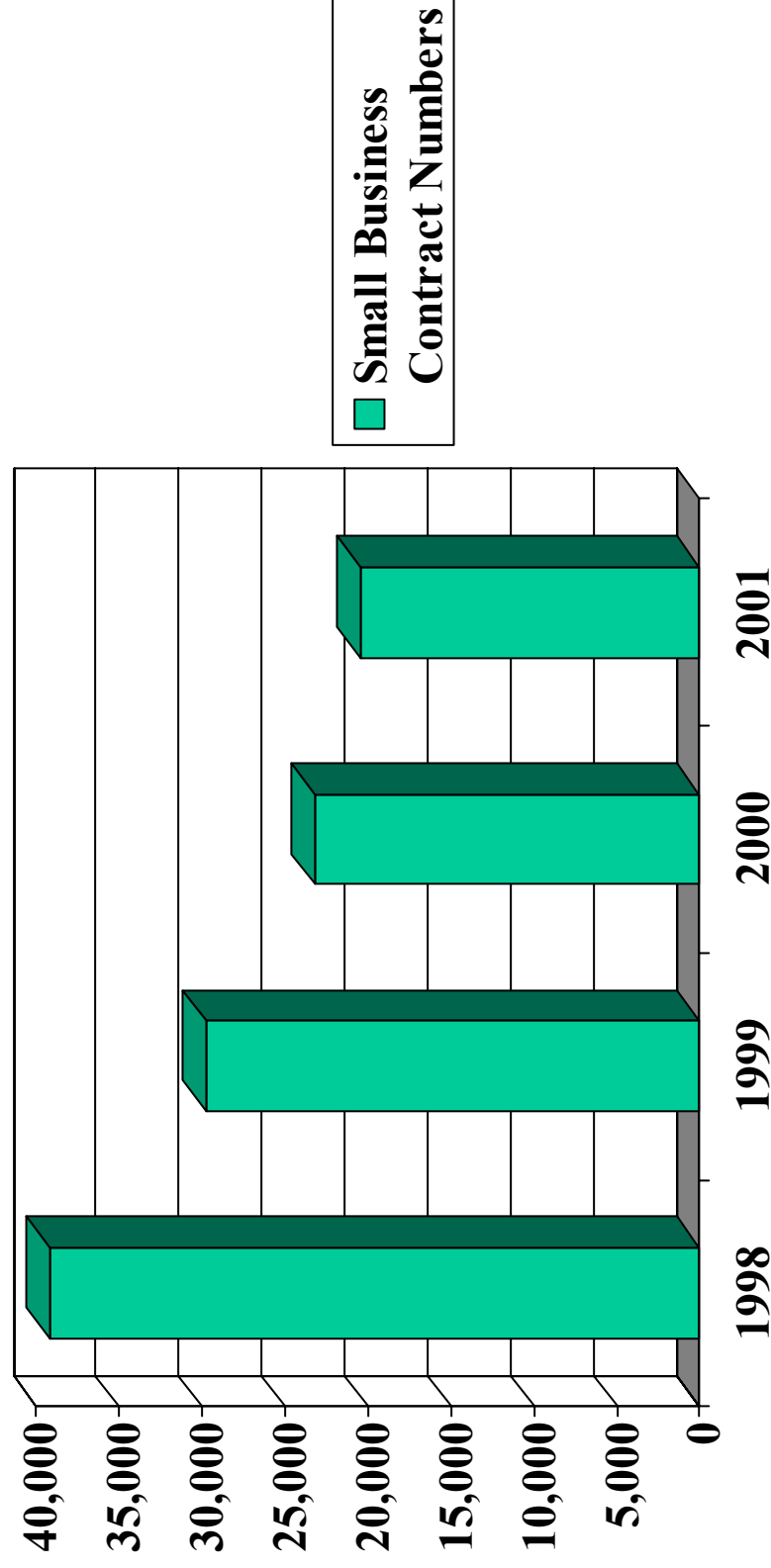
National Aeronautic and Space Administration Procurement Dollars



Dollars are expressed in millions.

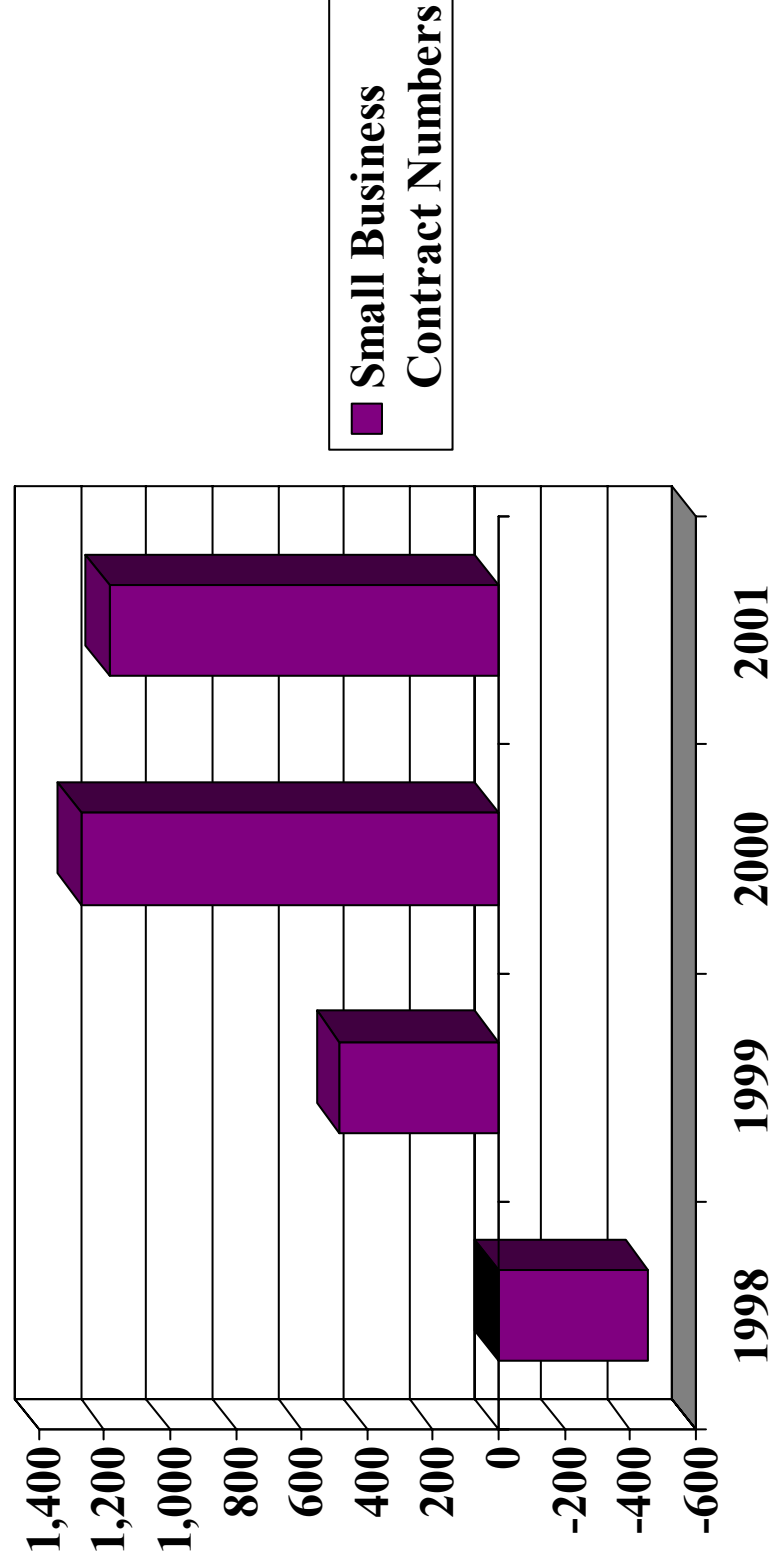
National Aeronautics and Space Administration

Number of Contracts to Small Businesses



National Aeronautics and Space Administration

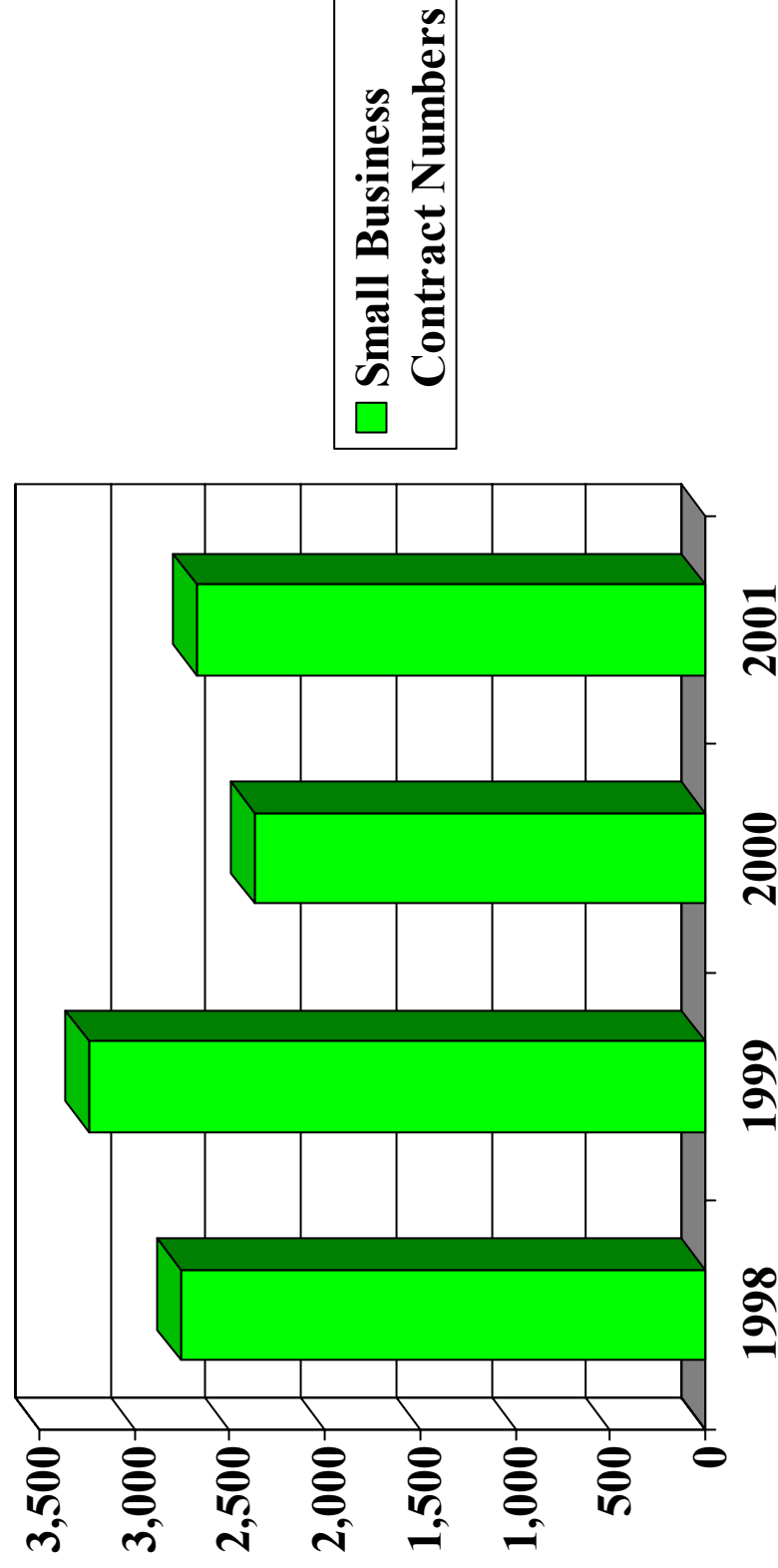
Number of Contracts to Small Disadvantaged Businesses



Note: Negative number of SDB contracts shown in 1998 due to NASA reporting error

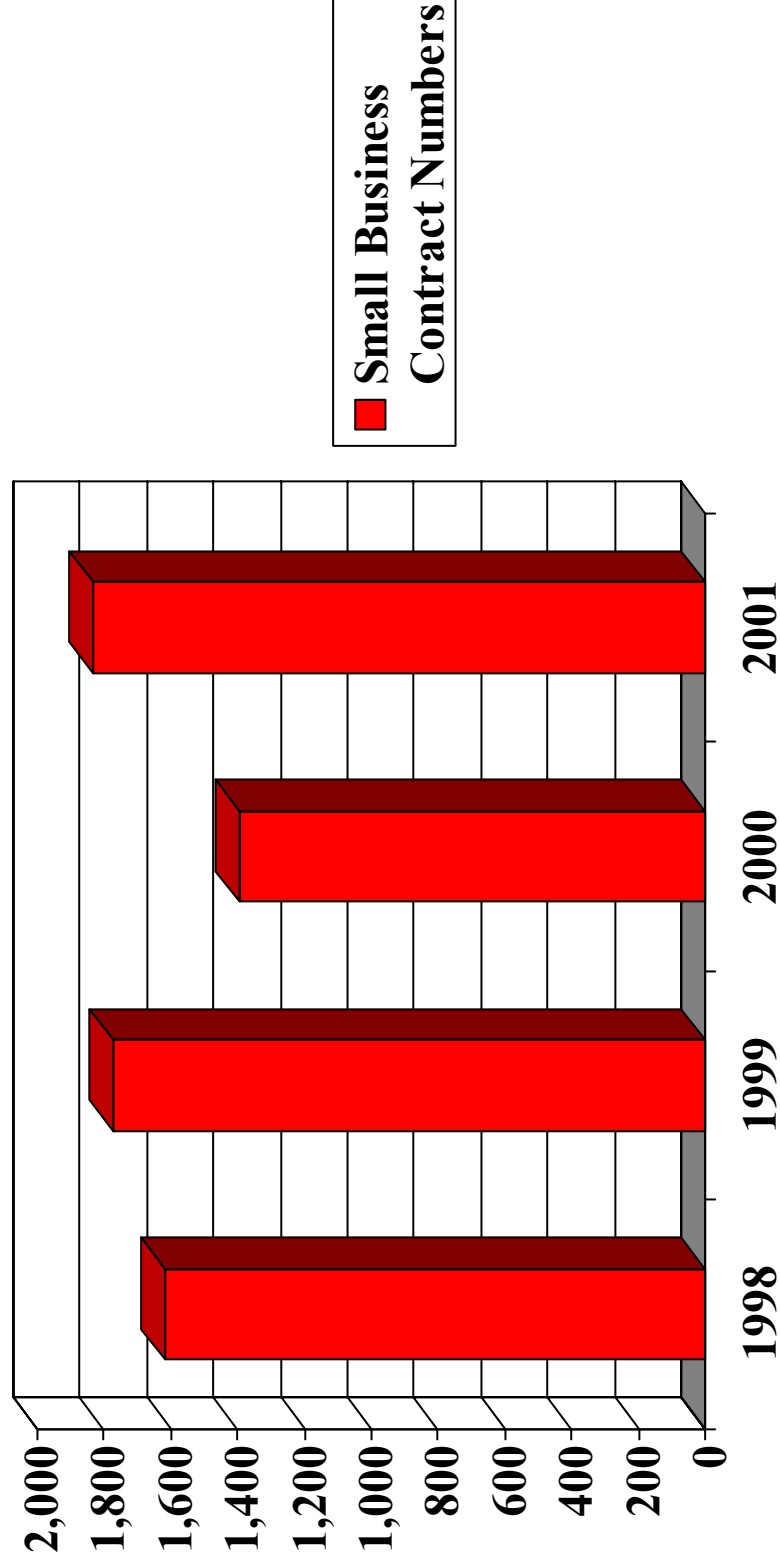
National Aeronautics and Space Administration

Number of Contracts to 8(a) Firms



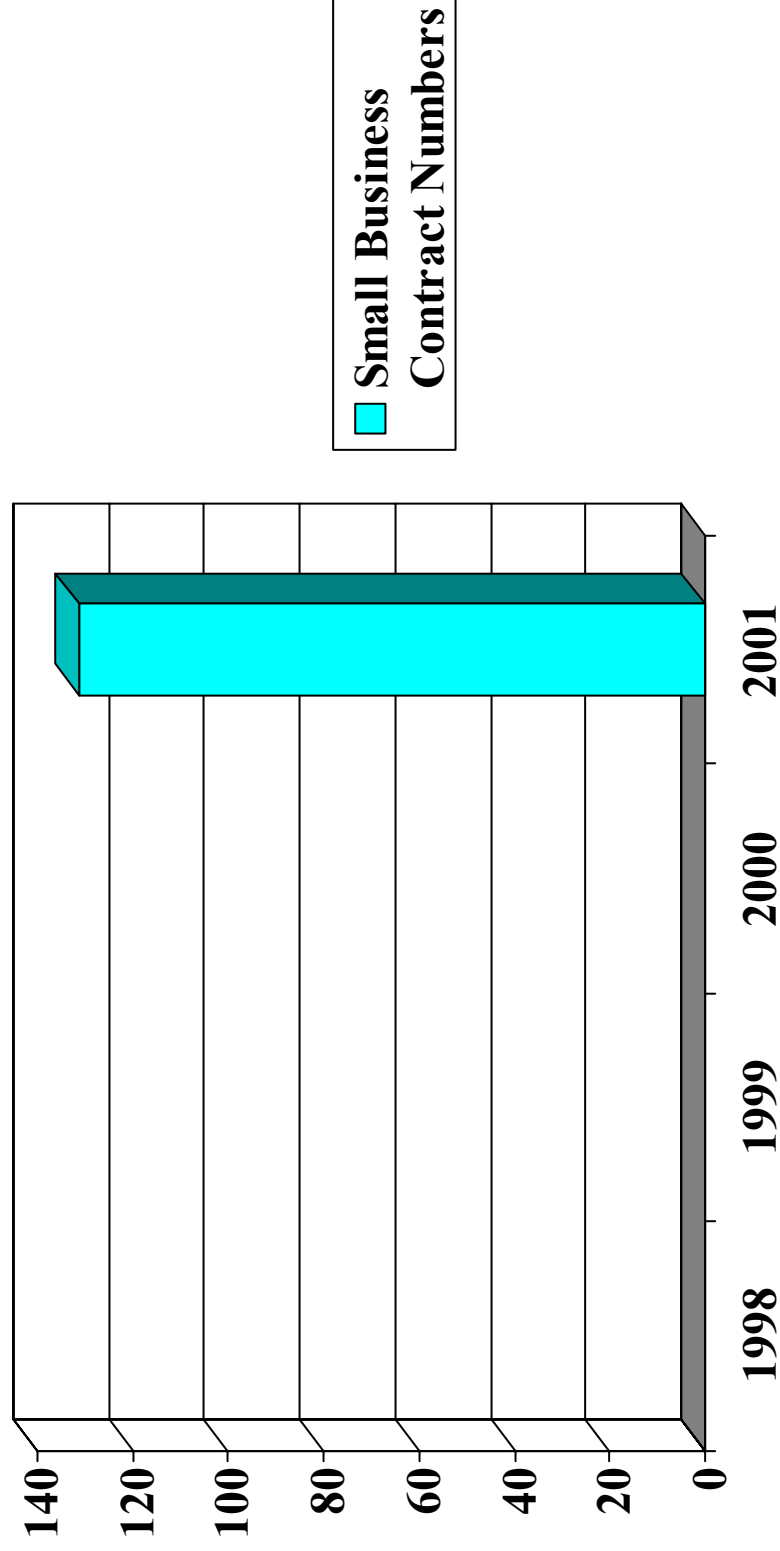
National Aeronautics and Space Administration

Number of Contracts to Women-Owned Businesses



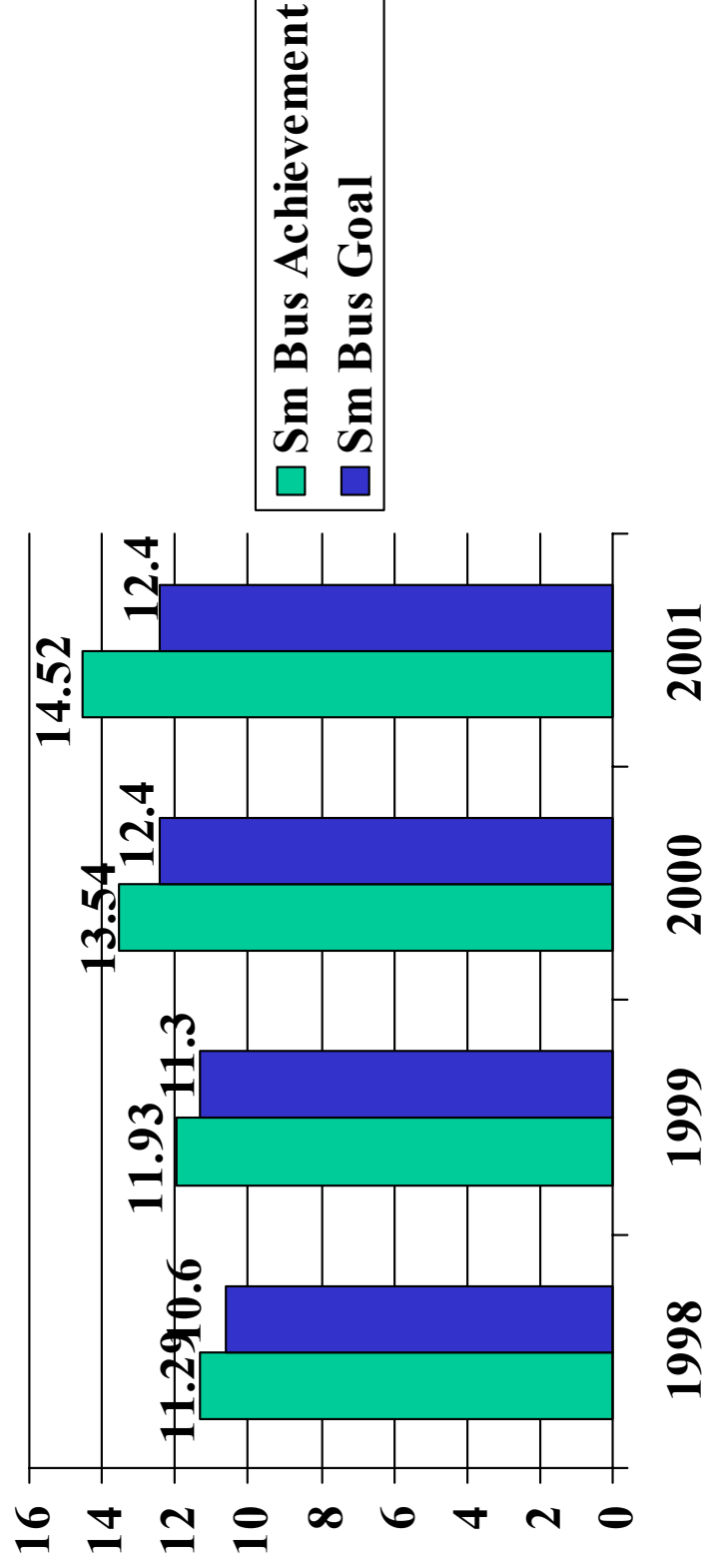
National Aeronautics and Space Administration

Number of Contracts to HUBZone Businesses



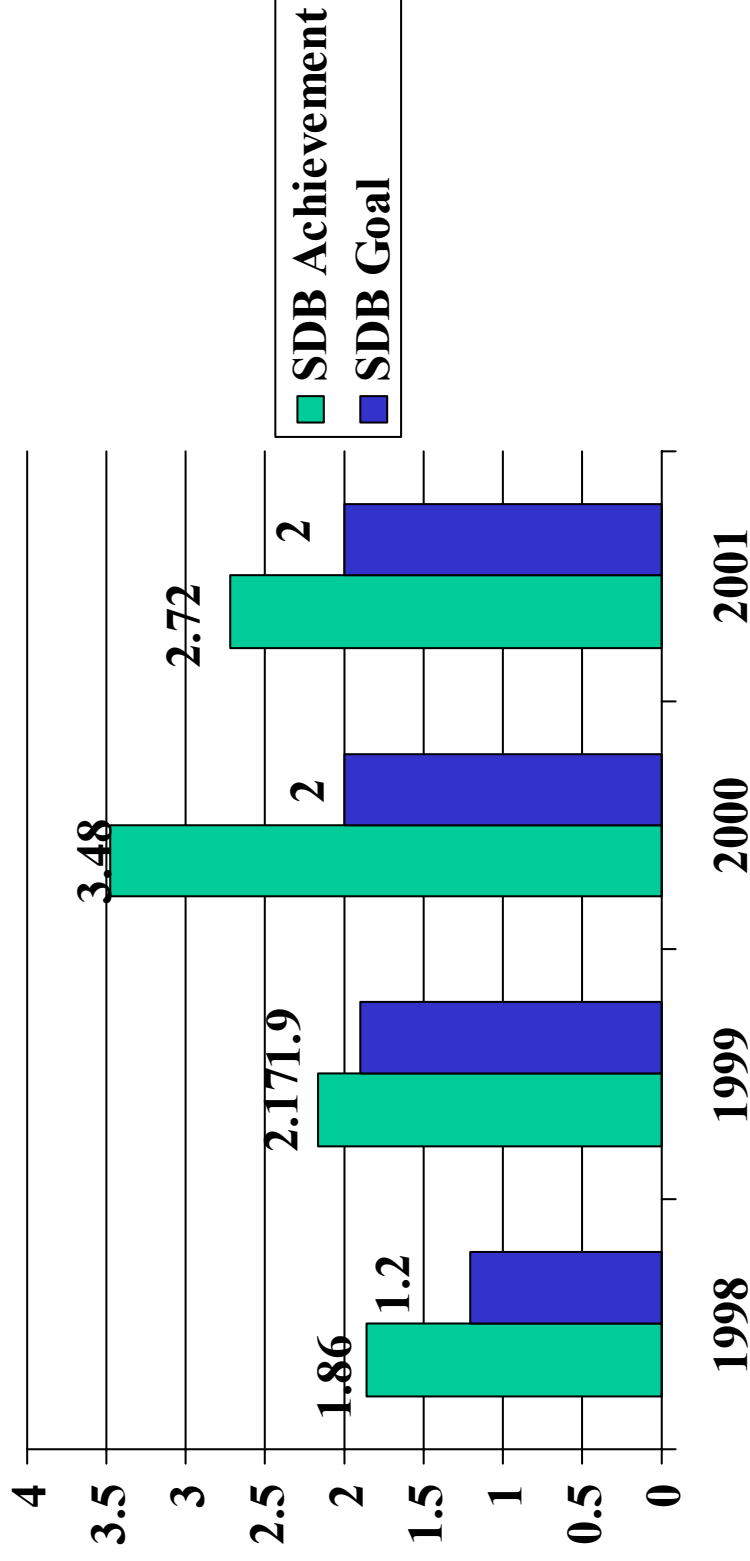
National Aeronautics and Space Administration

Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

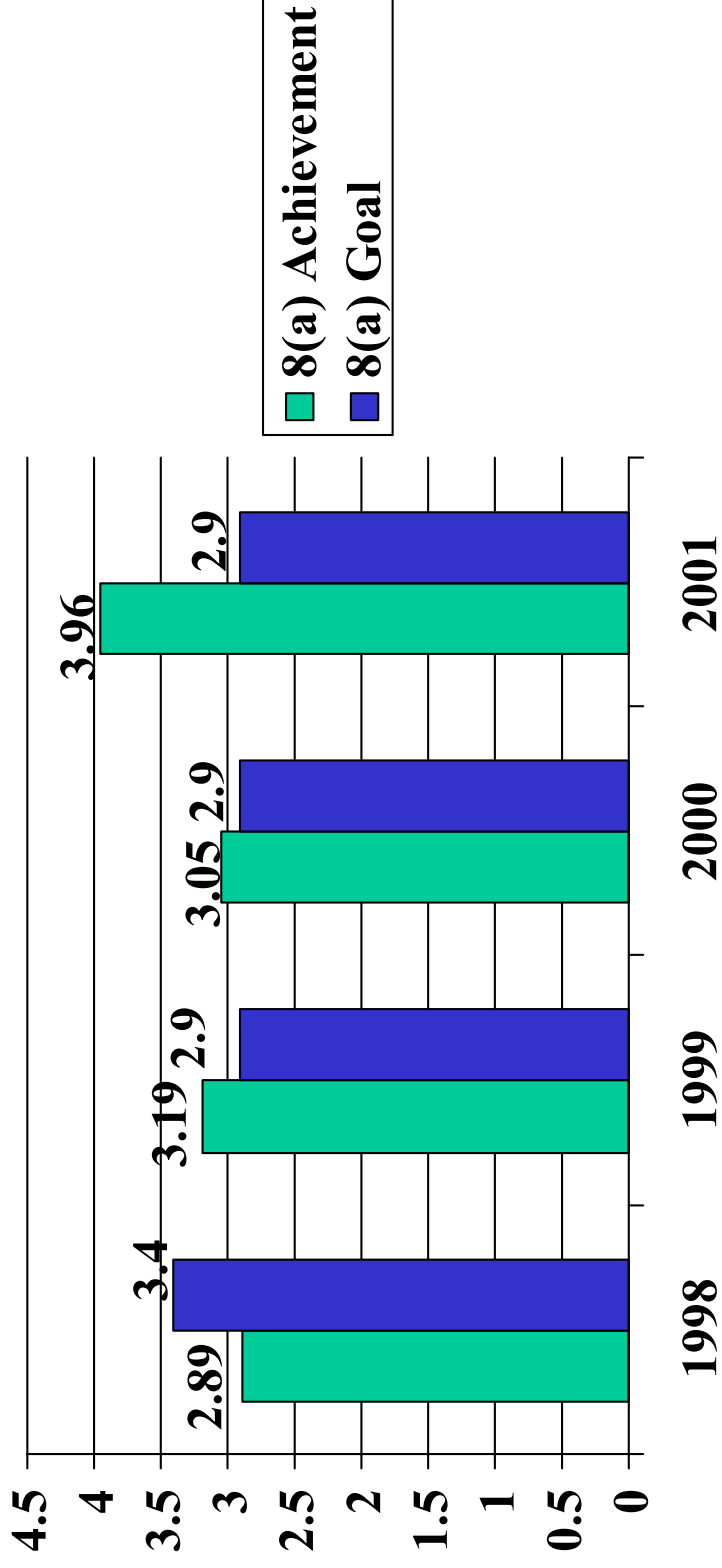
National Aeronautics and Space Administration SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

National Aeronautics and Space Administration

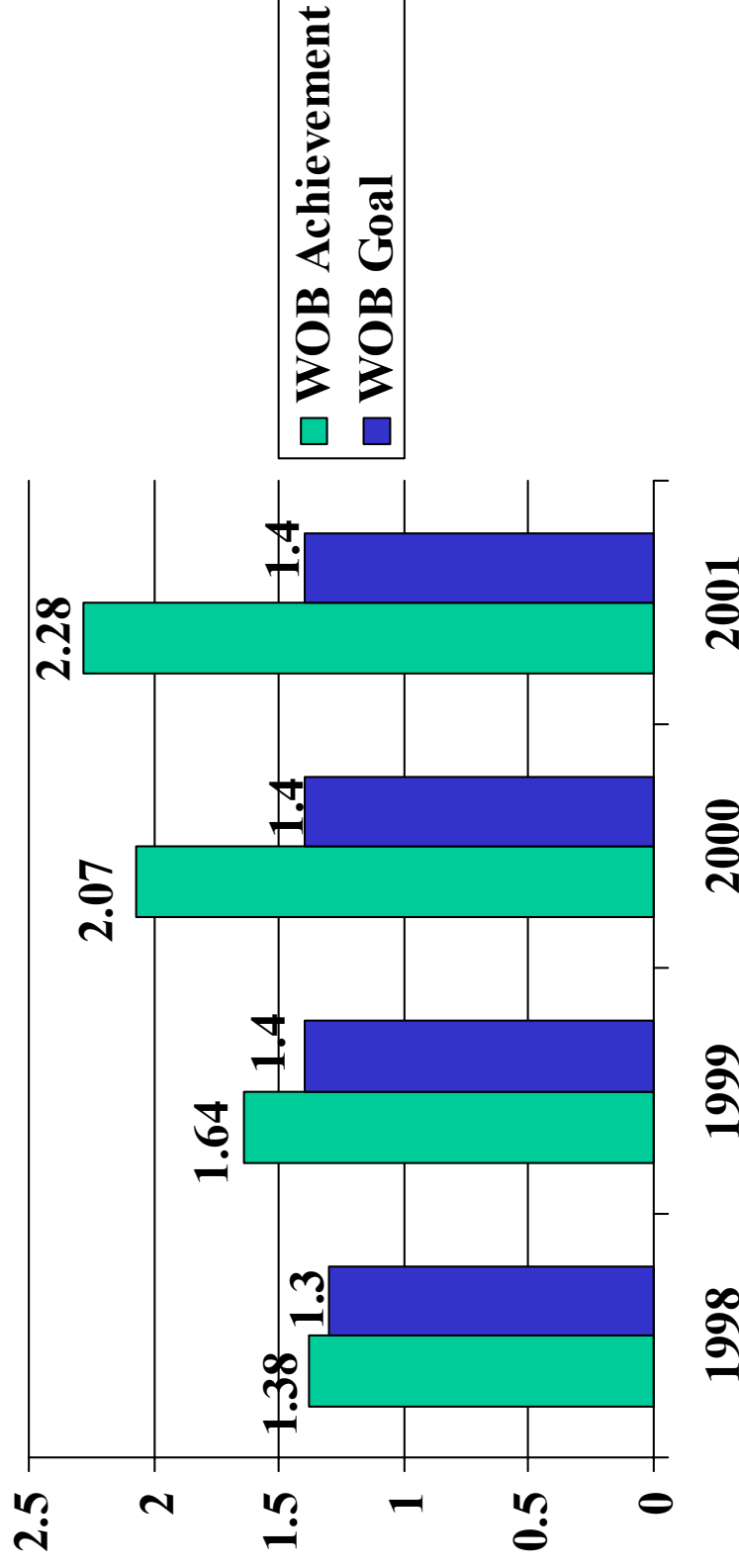
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

National Aeronautics and Space Administration

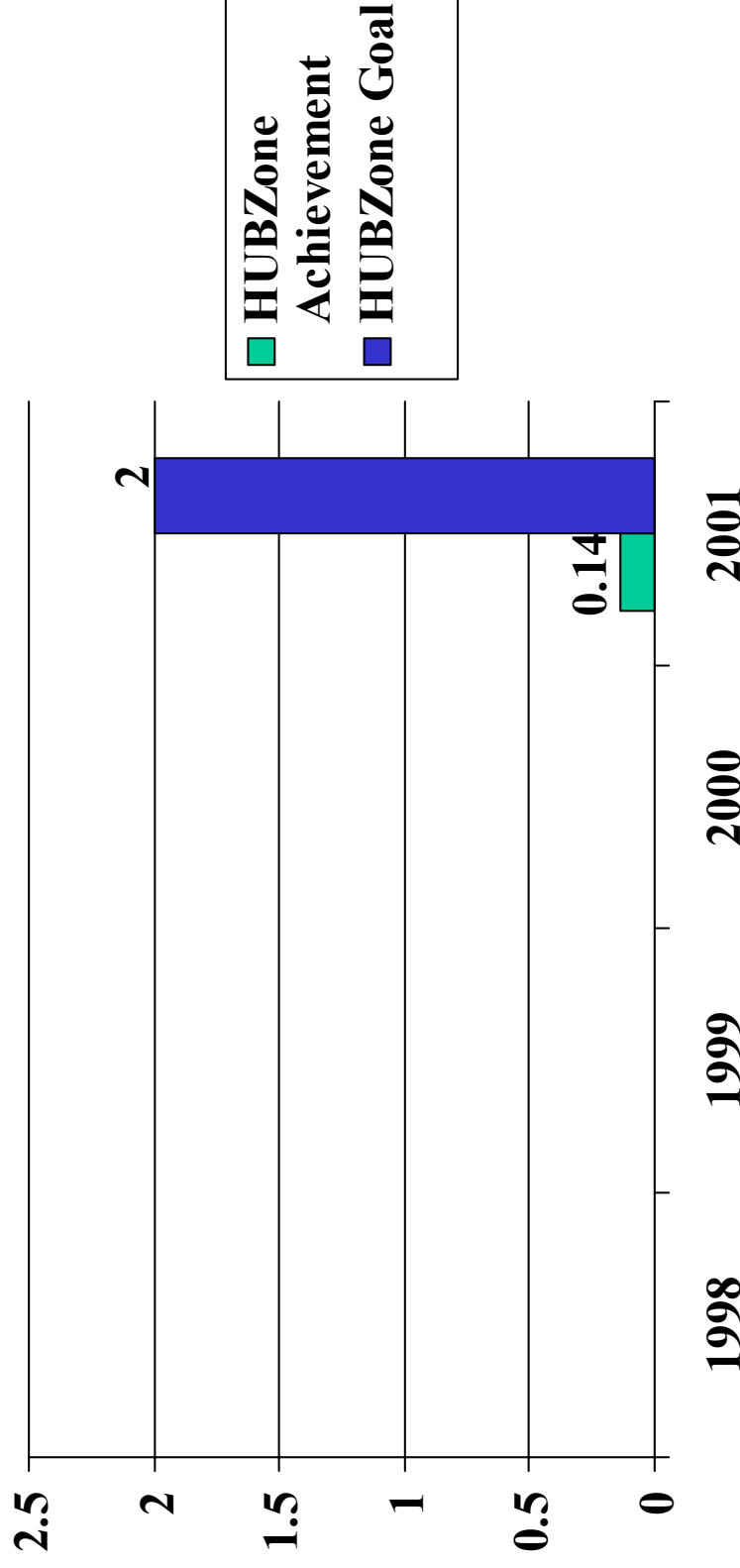
Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

National Aeronautics and Space Administration

HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

General Services Administration

Procurement Dollar Analysis

The fourth-largest federal agency, as far as procurement activity, is the General Services Administration (GSA). Beginning in 1994, GSA had activity of \$7.7 billion. An increase occurred in 1995 to nearly \$9 billion. In 1996, activity decreased to nearly \$8 billion, while activity increased again in 1997 to \$8.3 billion. Finally, 1998 showed another decrease to \$8 billion. In 1999, GSA showed a decrease in procurement activity to \$7.4 billion. Figures for 2000 show an increase to nearly \$11.1 billion. In 2001, GSA had a decrease in procurement volume to \$10.66 billion.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by the GSA decreased from 513,283 in 1998 to 378,295 in 1999. In 2000, GSA awarded 372,503 contracts to small businesses. In 2001, GSA awarded 98,677 contracts to small businesses. The total percentage decrease from 1998 to 2001 was over 80 percent.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses by the GSA increased from 17,016 in 1998 to 20,256 in 1999. In 2000, GSA awarded 19,219 contracts to small disadvantaged businesses. In 2001, GSA awarded 7,472 contracts to small disadvantaged businesses – a decrease of more than 61 percent in one year.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms by the GSA decreased from 12,659 in 1998 to 8,228 in 1999. In 2000, GSA awarded 4,579 contracts to 8(a) firms. In 2001, GSA awarded 4,842 contracts to 8(a) companies.

Women-Owned Business

From 1998 to 1999, the number of contracts awarded to women-owned businesses by the GSA increased from 28,527 in 1998 to 39,502 in 1999. In 2000, GSA awarded 45,656 contracts to women-owned businesses. In 2001, GSA awarded 12,716 contracts to women-owned businesses – a decrease of more than 72 percent in one year.

HUBZone Small Business Concerns

In 2001, GSA awarded 420 contracts to HUBZone companies.

Goal Achievement

Small Business Goal

GSA exceeded its goal for doing business with small businesses from 1998 through 2000. Based on figures for 2000, GSA exceeded its goal of 38 percent with an achievement of 43.71 percent. Therefore, the grade would normally be an “A.”

	1998	1999	2000	2001
SB Goal	35	36	38	38
SB Achievement	39.34	41.53	40.03	43.71

Based on the first three years of this study, the average achievement was 40.3 percent. The average goal was 36.3 percent. Therefore, the letter grade would normally be dropped to a “B.” However, as GSA had an unreasonably low goal for the past two years, the grade will be downgraded to a “C.” For 2002, GSA has a small business goal of 40 percent.

Small Disadvantaged Business Goal

GSA exceeded its small disadvantaged business goal from 1998 through 2000. Based on 2001 figures, GSA again exceeded its goal with an achievement of 8.08 percent. GSA's goal was 5.6 percent. As GSA exceeded its goal, the grade would normally be an “A.”

	1998	1999	2000	2001
SDB Goal	3.5	3.6	5.6	5.6
SDB Achievement	5.37	6.5	11.3	8.08

Based on the first three years of this study, the average achievement was 7.72 percent. The average goal was 4.23 percent. Therefore, the letter grade will be downgraded to a “B.” For 2002, GSA has a small disadvantaged business goal of 18.61 percent.

8(a) Program Goal

GSA did not achieve its 8(a) Program goal in 1998 or 2000, but exceeded its goal in 1999. Based on figures for 2001, GSA did not achieve its goal. GSA achieved 5.04 percent. GSA's goal was 7.2 percent. As GSA achieved 70 percent of its goal, the grade will be a “C.” GSA has an 8(a) Program goal for fiscal year 2002 of 9.31 percent.

Women-owned Business Goal

GSA did not meet its women-owned business goal from 1998 through 2000. Based on figures for 2001, GSA exceeded its goal. GSA achieved 5.04 percent. GSA's goal was 5 percent. As GSA exceeded its goal, the grade will be an "A." GSA has a women-owned business goal of 5 percent for fiscal year 2002.

HUBZone Small Business Concern Goal

GSA did not achieve its HUBZone goal in 2001. GSA achieved 0.63 percent. GSA's goal was 2 percent. As GSA achieved 31.5 percent of its goal, the grade will be an "F." GSA has a HUBZone business goal of 2.5 percent for fiscal year 2002.

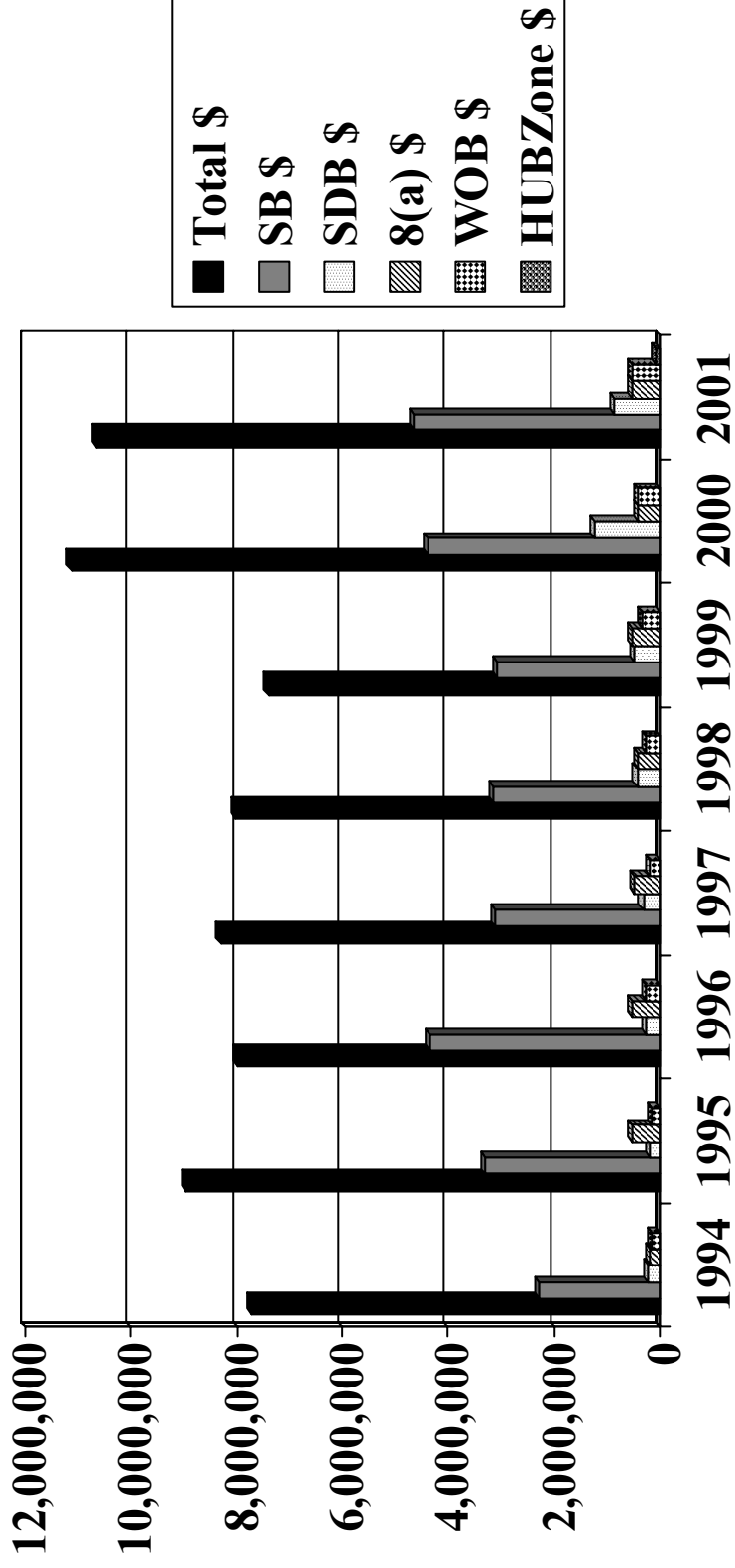
Overall Grade

Small Business Goal	C 2 points
Small Disadvantaged Business Goal	B 3 points
8(a) Program Goal	C 2 points
Women-Owned Business Goal	A 4 points
HUBZone Goal	F 0 points
Average Grade	C- 2.2 points

With a "C" in the Small Business Goal, a "B" in the Small Disadvantaged Business Goal, a "C" in the 8(a) Program goal, an "A" in the Women-Owned Business Goal, and an "F" in the HUBZone Goal, with all categories weighed equally, the General Services Administration has an overall point total of 2.2 points, for a grade of "C-."

General Services Administration

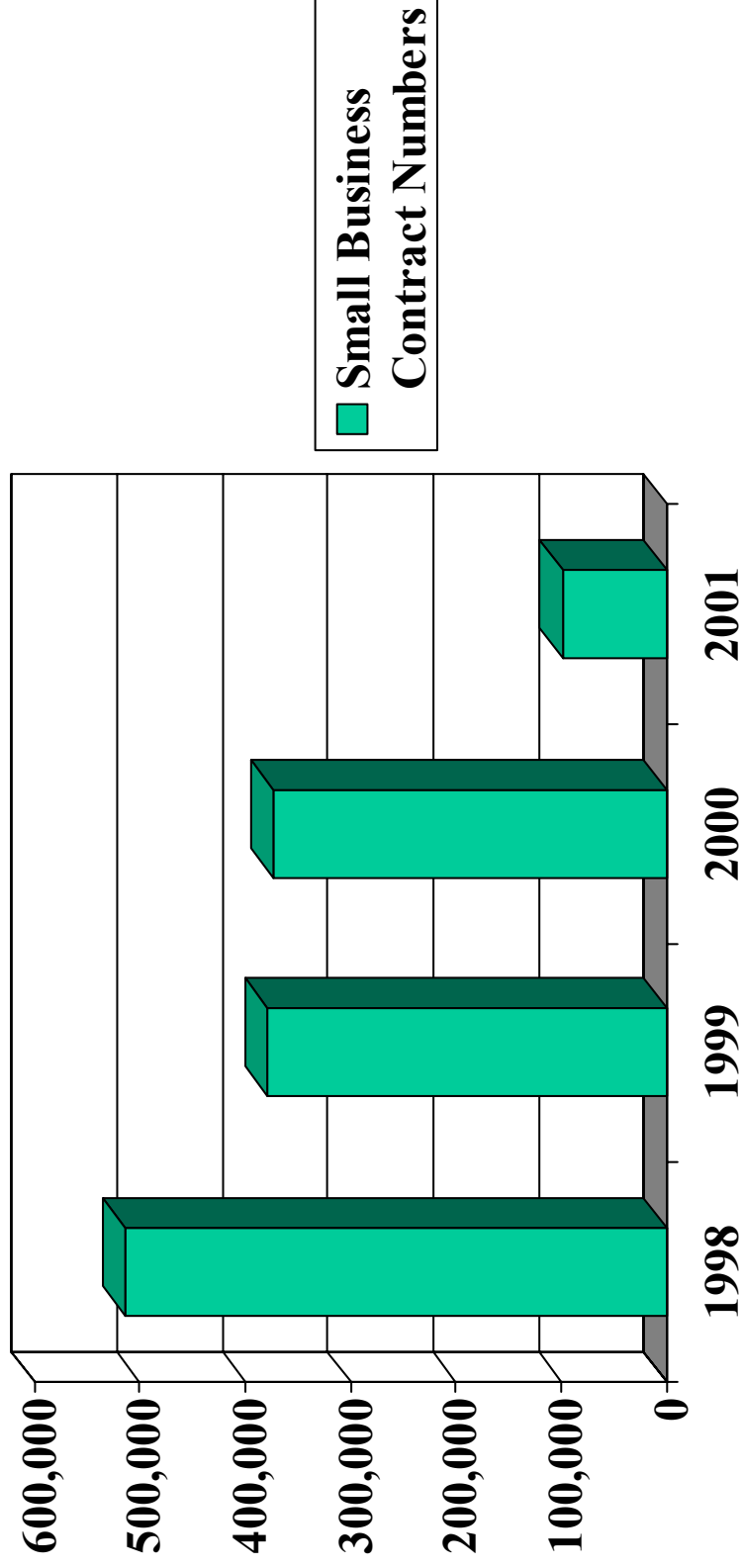
Procurement Dollars



Dollars are expressed in millions.

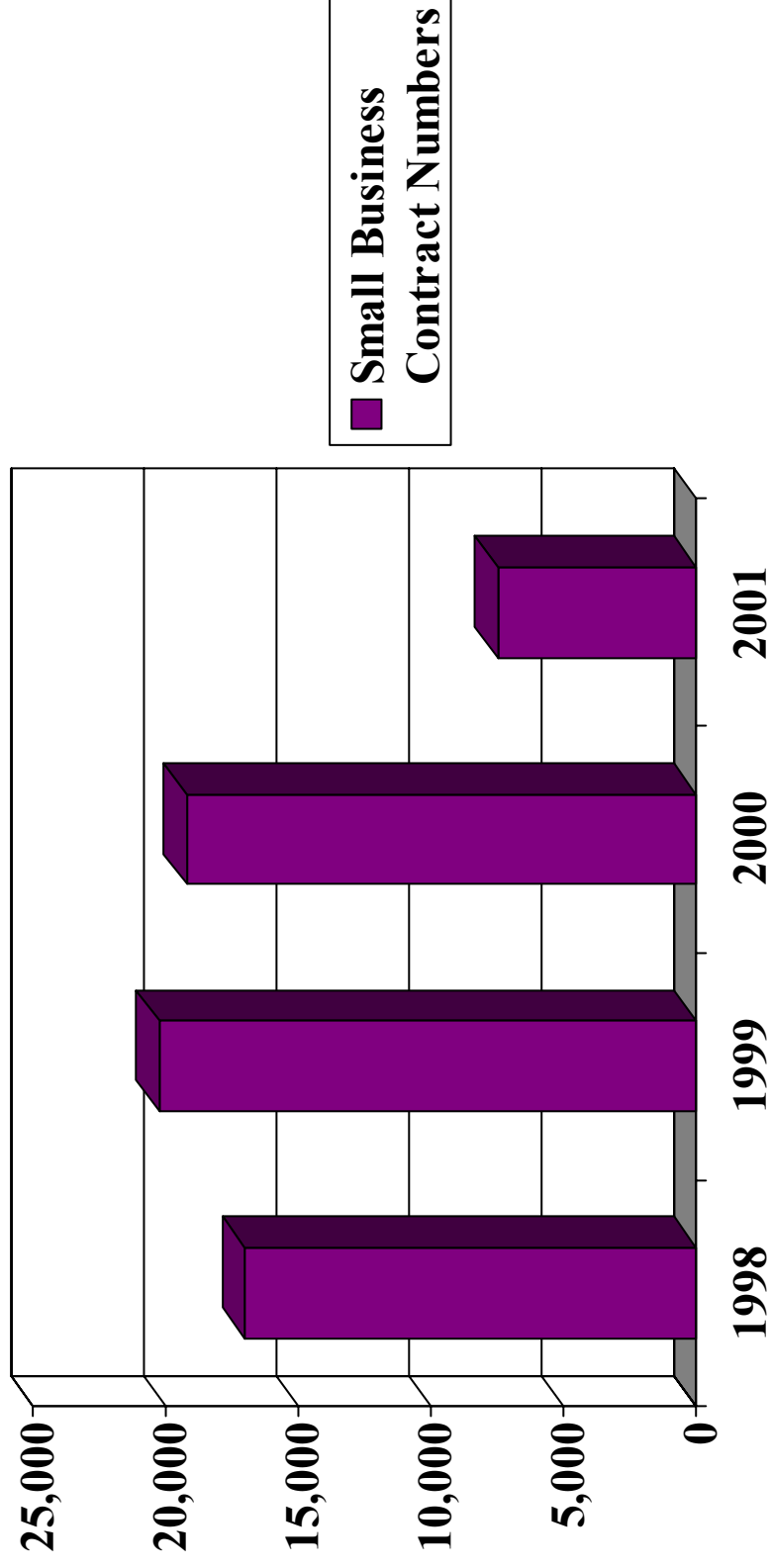
General Services Administration

Number of Contracts to Small Businesses



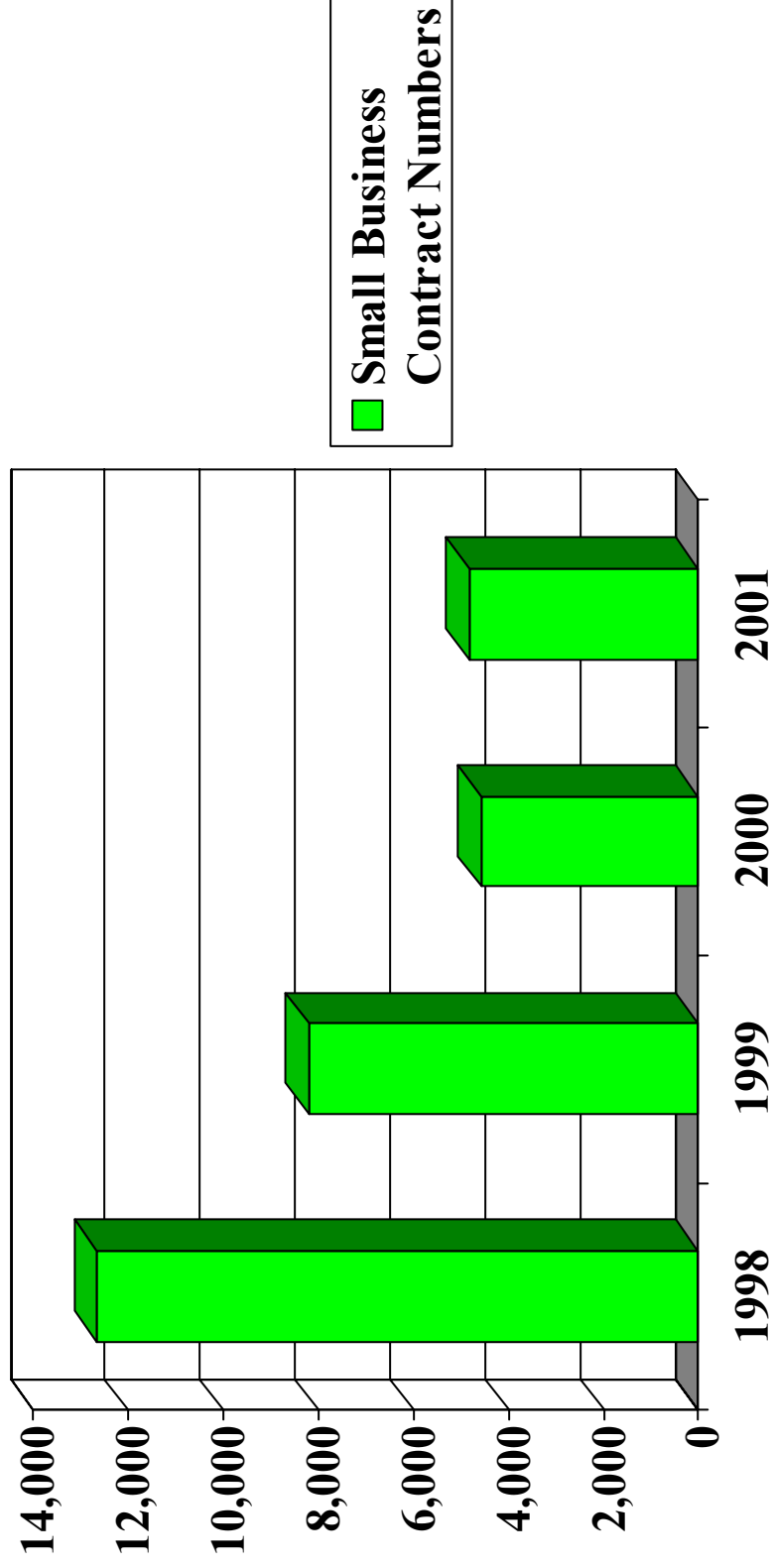
General Services Administration

Number of Contracts to Small Disadvantaged Businesses



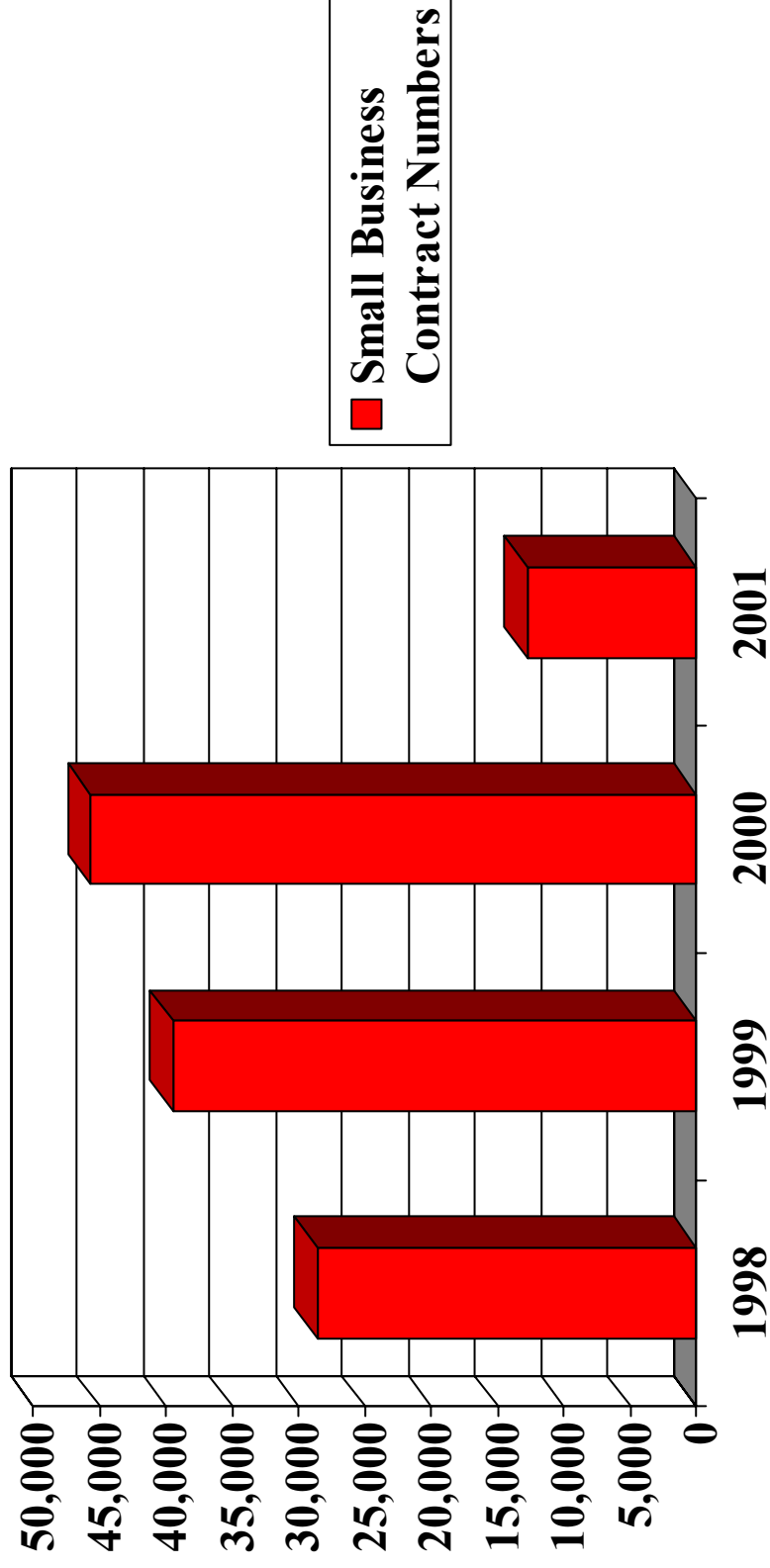
General Services Administration

Number of Contracts to 8(a) Firms



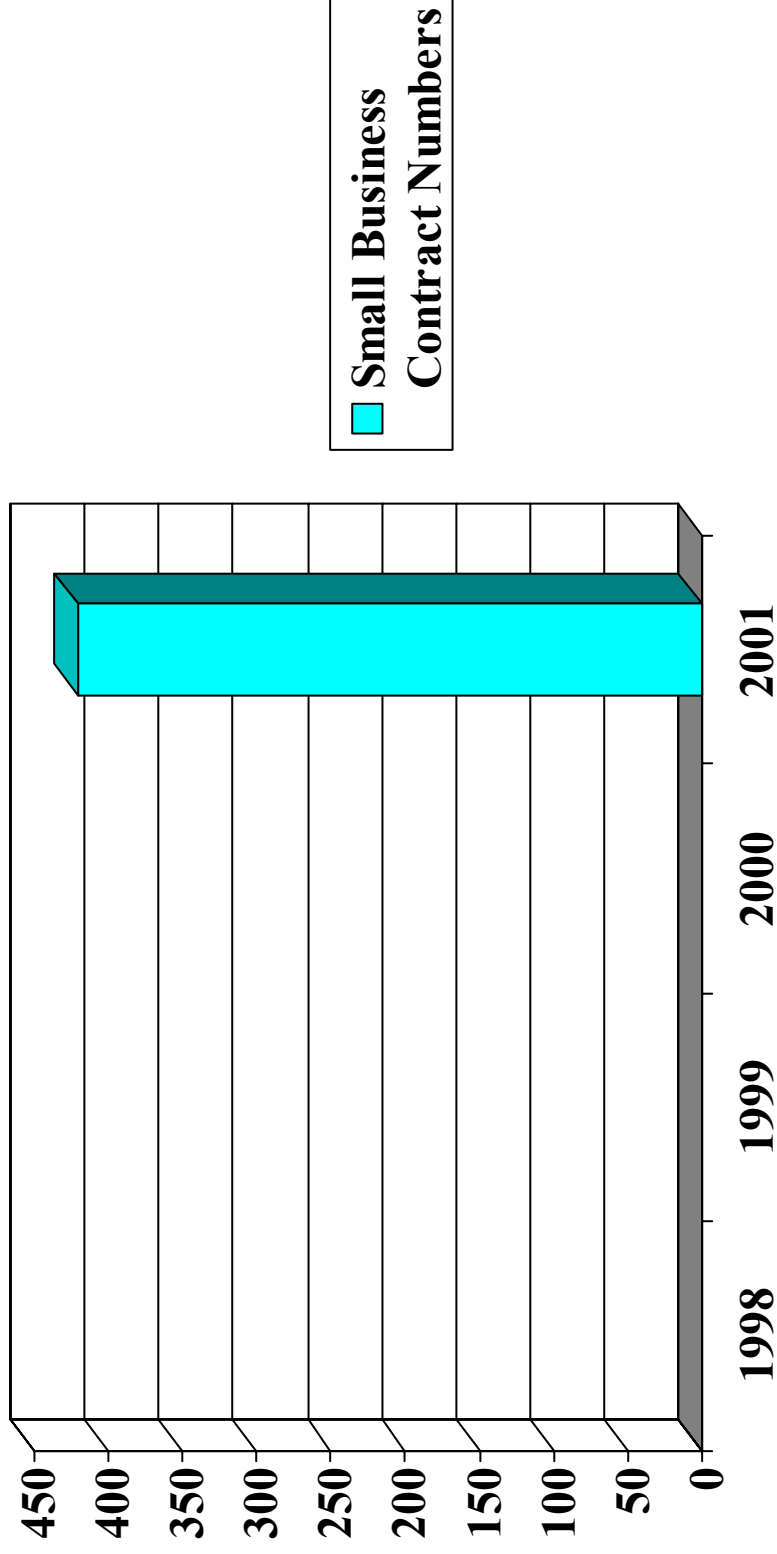
General Services Administration

Number of Contracts to Women-Owned Businesses



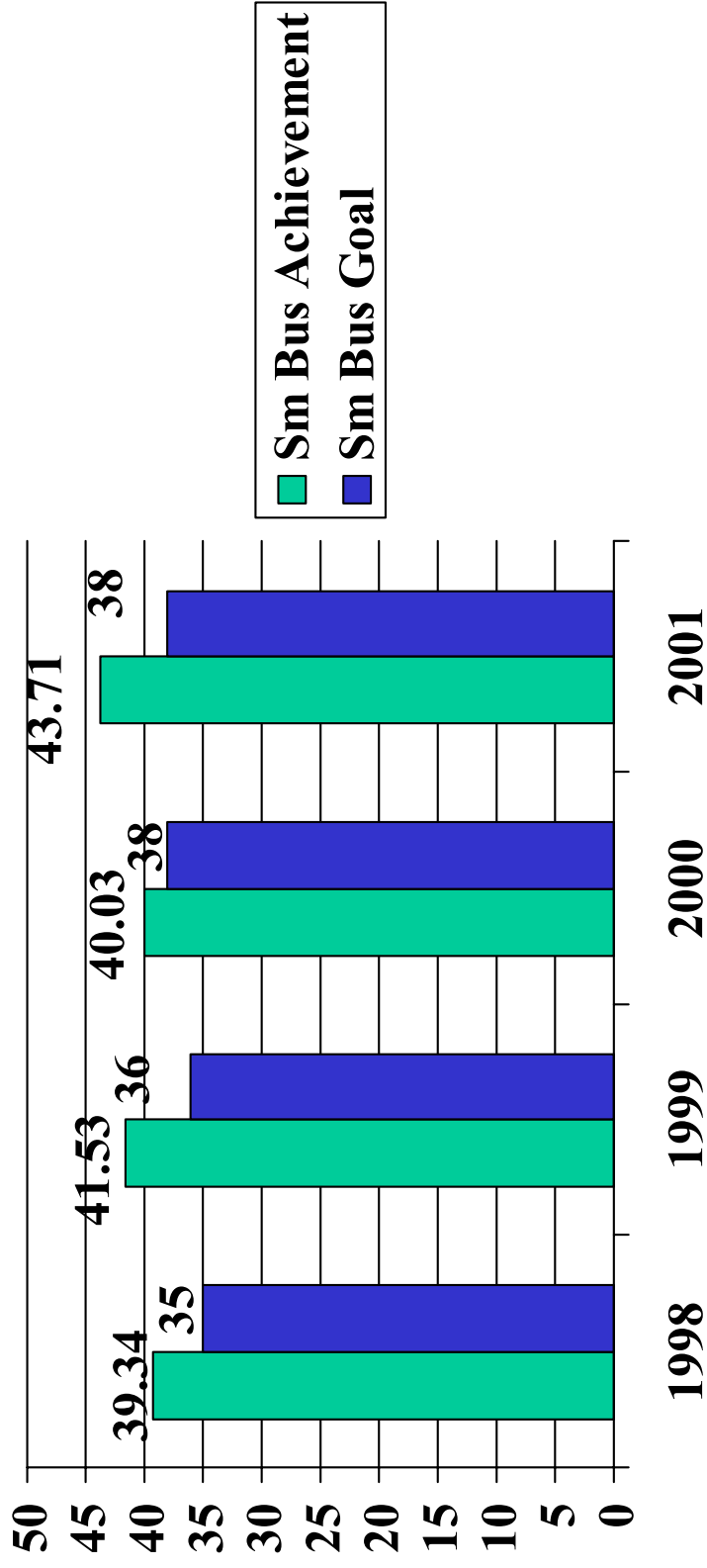
General Services Administration

Number of Contracts to HUBZone Businesses



General Services Administration

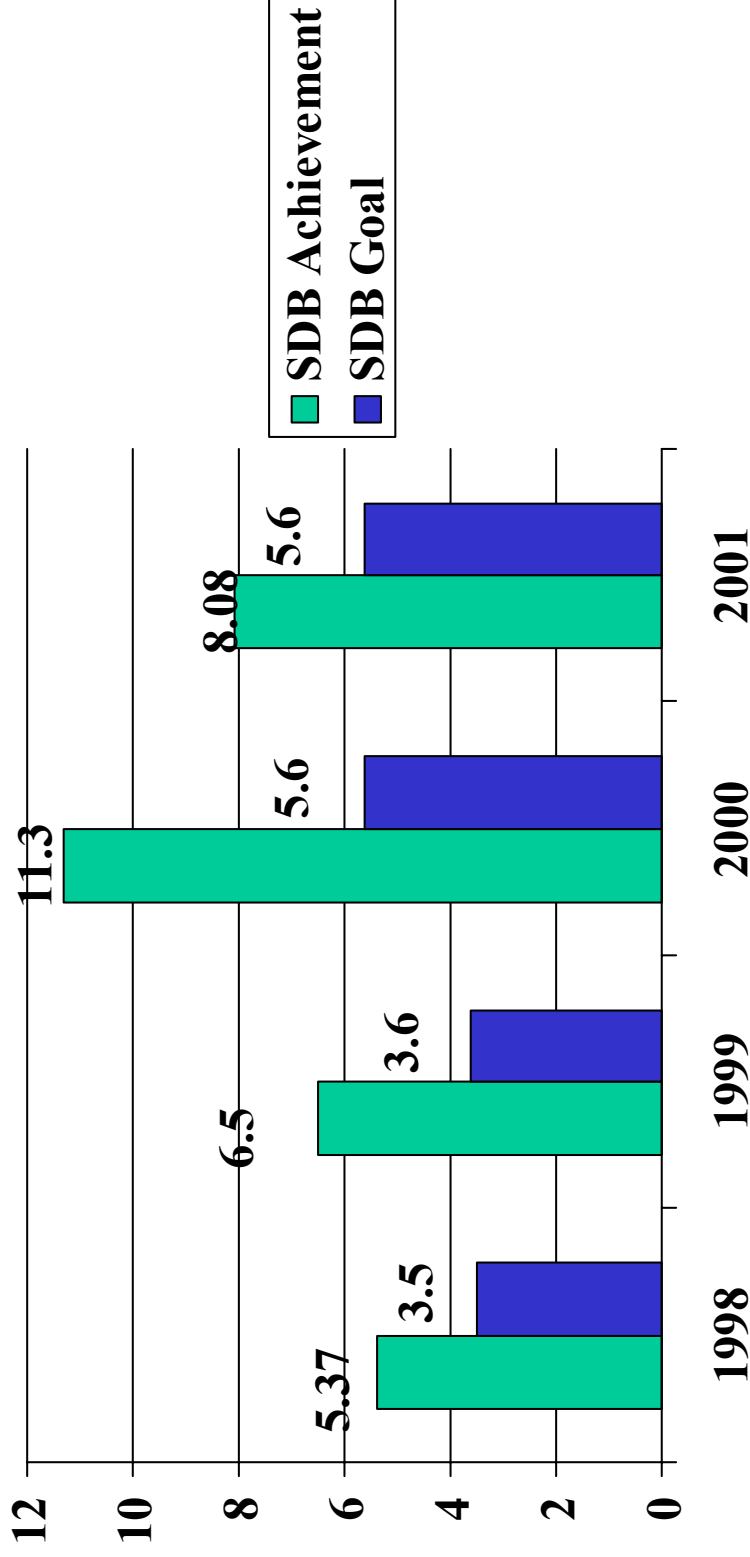
Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

General Services Administration

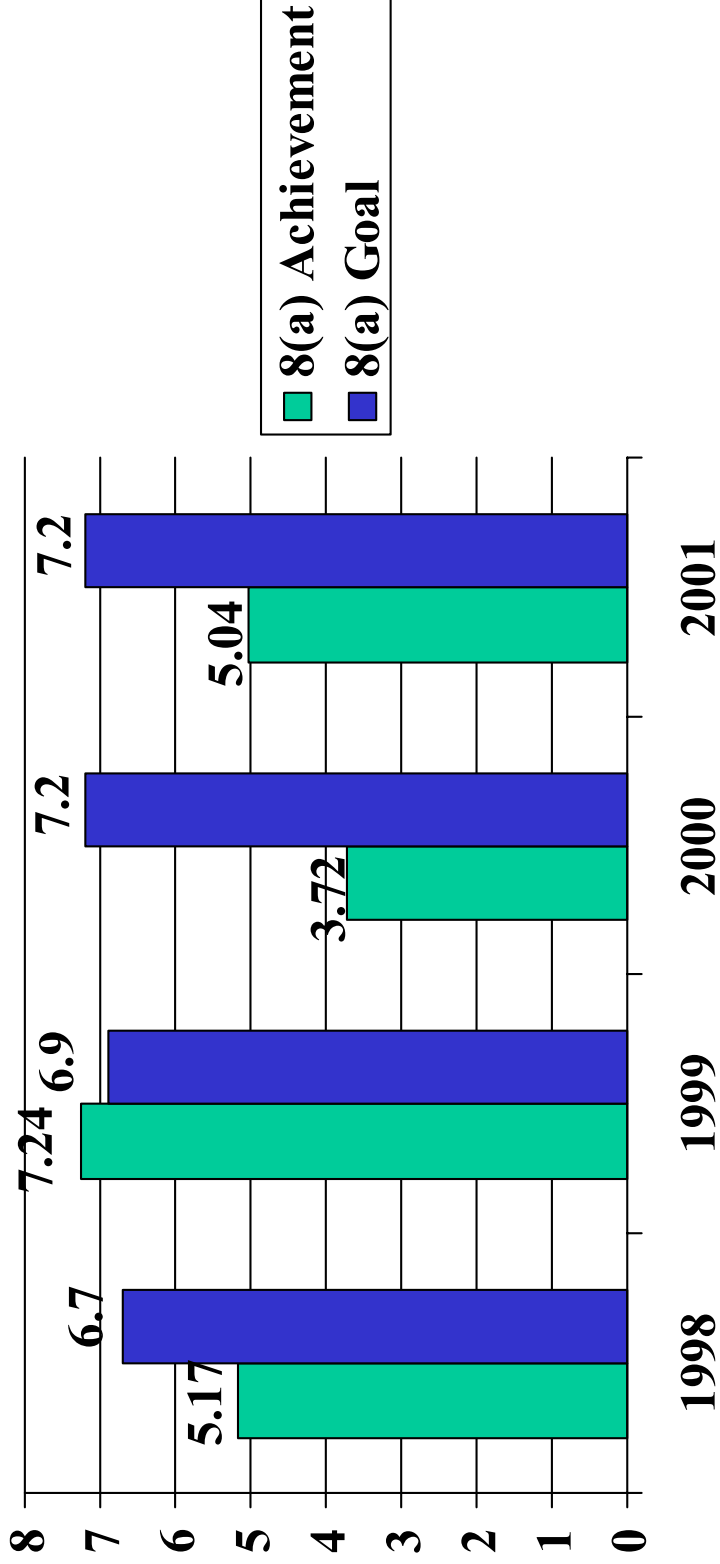
SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

General Services Administration

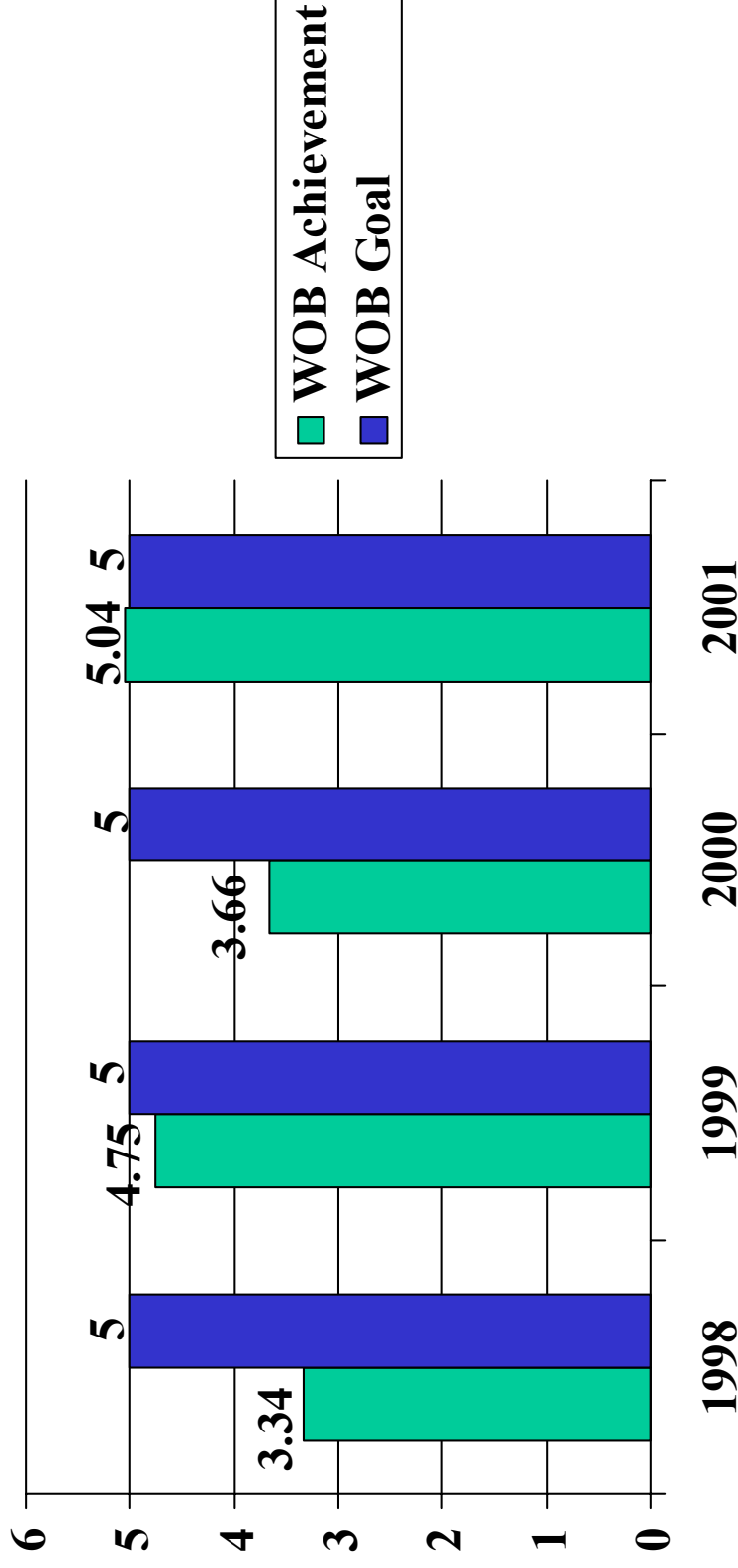
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

General Services Administration

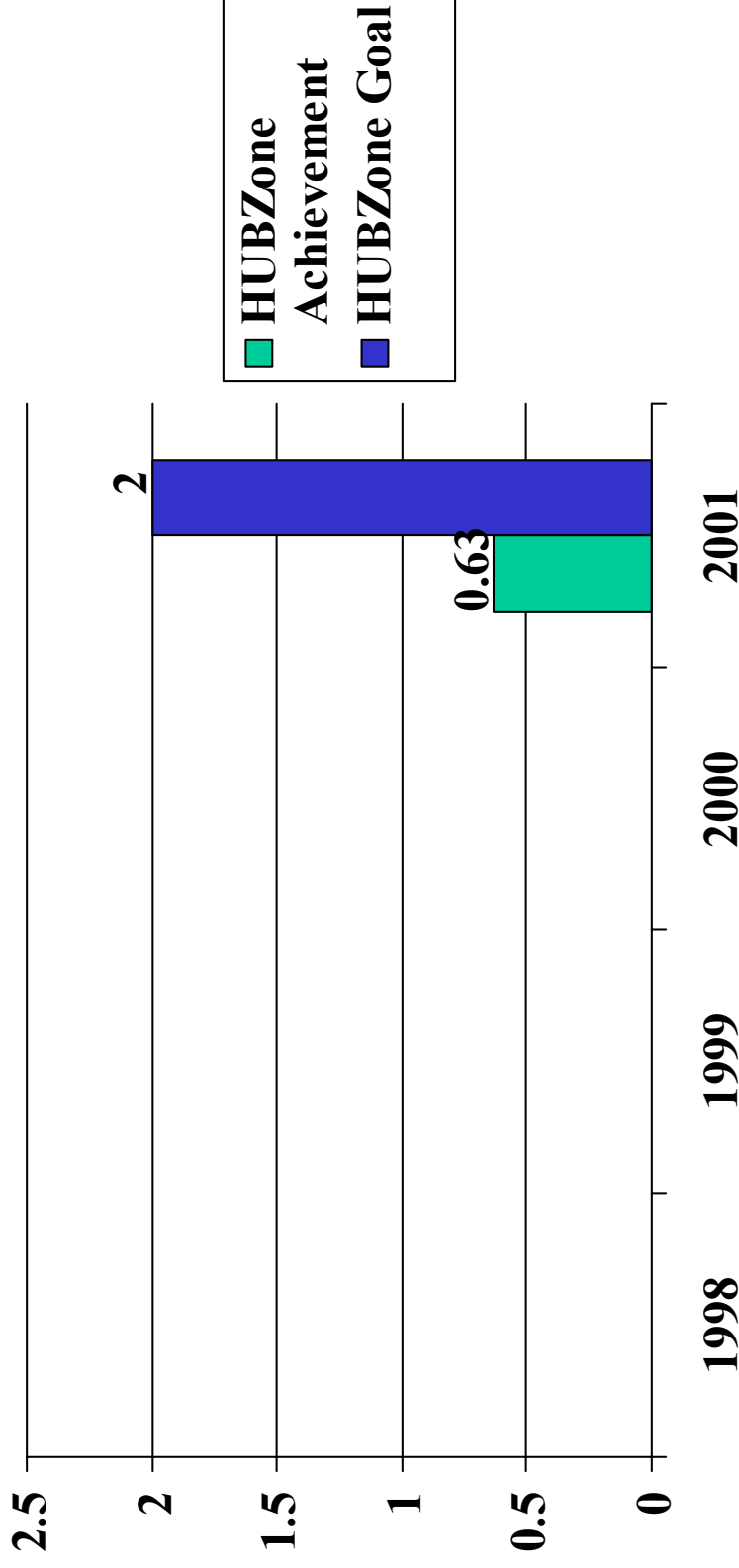
Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

General Services Administration

HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

Department of Veterans Affairs

Procurement Dollar Analysis

The Department of Veterans Affairs (DVA) ended 1994 with \$3.7 billion in procurement activity. Activity for 1995 increased to \$4.7 billion, while 1996 showed a decrease to \$4.2 billion. An increase occurred again in 1997 with \$4.5 billion, and 1998 also showed a decrease to \$4.25 billion. Procurement activity in 1999 showed a decline to \$3.8 billion. Figures for 2000 show an increase in procurement activity to \$5.29 billion. In 2001, the DVA had an increase in procurement volume to \$5.84 billion.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by the DVA has increased from 909,693 in 1998 to 946,596 in 1999. In 2000, DVA awarded 1,364,970 contracts to small businesses. In 2001, DVA awarded 1,505,025 contracts to small businesses.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses by the DVA decreased from 63,218 in 1998 to 51,917 in 1999. In 2000, DVA awarded 53,823 contracts to small disadvantaged businesses. In 2001, DVA awarded 275,389 contracts to small disadvantaged businesses.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms by the DVA decreased from 7,093 in 1998 to 5,788 in 1999. In 2000, DVA awarded 6,593 contracts to 8(a) firms. In 2001, DVA awarded 6,017 contracts to 8(a) companies.

Women-Owned Business

From 1998 to 1999, the number of contracts awarded to women-owned businesses by the DVA decreased from 154,491 in 1998 to 147,488 in 1999. In 2000, DVA awarded 154,838 contracts to women-owned businesses. In 2001, DVA awarded 188,140 contracts to women-owned businesses.

HUBZone Small Business Concerns

In 2001, DVA awarded 573 contracts to HUBZone companies.

Goal Achievement

Small Business Goal

DVA exceeded its goal for doing business with small businesses in 1998, but did not achieve its goal in 1999 or 2000. Based on figures for 2001, DVA did not meet its small business goal. DVA achieved 29.69 percent. DVA's goal was 35.5 percent. As DVA achieved 83.6 percent of its goal, the grade will be a "B." For fiscal year 2002, DVA's small business goal is 30 percent.

Small Disadvantaged Business Goal

DVA exceeded its small disadvantaged business goal from 1998 through 2000. Based on 2001 figures, DVA again exceeded its goal of 2.5 percent with an achievement of 4.72 percent. As DVA exceeded its goal, the grade would normally be an "A." However, based on the fact that DVA had a goal lower than the 5 percent mandated goal, DVA would normally be downgraded to a "B." As DVA has set a goal below the statutory goal for the past two years, DVA will be further downgraded to a "C." For fiscal year 2002, the DVA has a small disadvantaged business goal of 6 percent.

8(a) Program Goal

DVA exceeded its 8(a) Program goal from 1998 through 2000. Based on figures for 2001, DVA exceeded its goal, with an achievement of 3.78 percent. DVA's goal was 3 percent. As DVA exceeded its goal, the grade would normally be an "A."

	1998	1999	2000	2001
8(a) Goal	2.5	3	3	3
8(a) Achievement	7.09	5.33	4.08	3.78

Based on the first three years of this study, the average achievement was over 5.5 percent. The average goal, however, was 2.83 percent. Therefore, the letter grade would normally be dropped to a "B." However, as DVA has set an unreasonably low goal for the past two years, DVA will be further downgraded to a "C." For fiscal year 2002, the DVA has a goal of 3 percent.

Women-owned Business Goal

The DVA exceeded its women-owned business goal from 1998 through 2000. Based upon 2001 figures, the DVA exceeded its goal with an achievement percentage of 4.63. DVA's goal was 4 percent. As DVA exceeded its goal, the grade would normally be an "A." However, because DVA had a goal that is below the 5 percent mandated goal, the grade will be a "B." DVA has a women-owned business goal of 5 percent for fiscal year 2002.

HUBZone Small Business Concern Goal

DVA did not achieve its HUBZone goal in 2001. DVA achieved 1.94 percent. DVA's goal was 2 percent. As DVA achieved 97 percent of its goal, the grade will be an "A." DVA has a goal of 2.5 percent for fiscal year 2002.

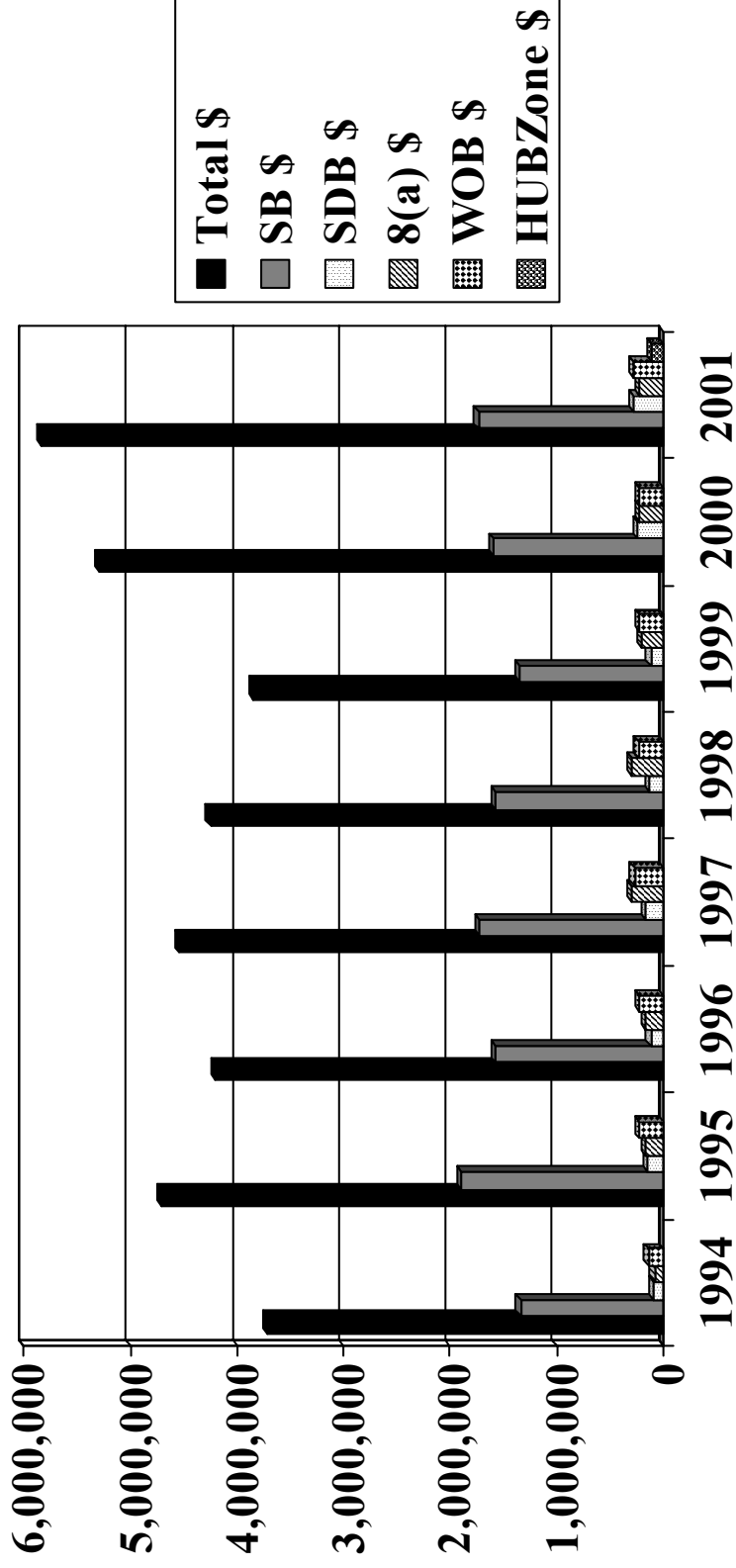
Overall Grade

Small Business Goal	B 3 points
Small Disadvantaged Business Goal	C 2 points
8(a) Program Goal	C 2 points
Women-Owned Business Goal	B 3 points
HUBZone Goal	A 4 points
Average Grade	C 2.8 points

With a "B" in the Small Business Goal, a "C" in the Small Disadvantaged Business Goal, a "C" in the 8(a) Program goal, a "B" in the Women-Owned Business Goal, and an "A" in the HUBZone Goal, with all categories weighed equally, the Department of Veterans Affairs has an overall point total of 2.8 points, for a grade of "C."

Department of Veterans Affairs

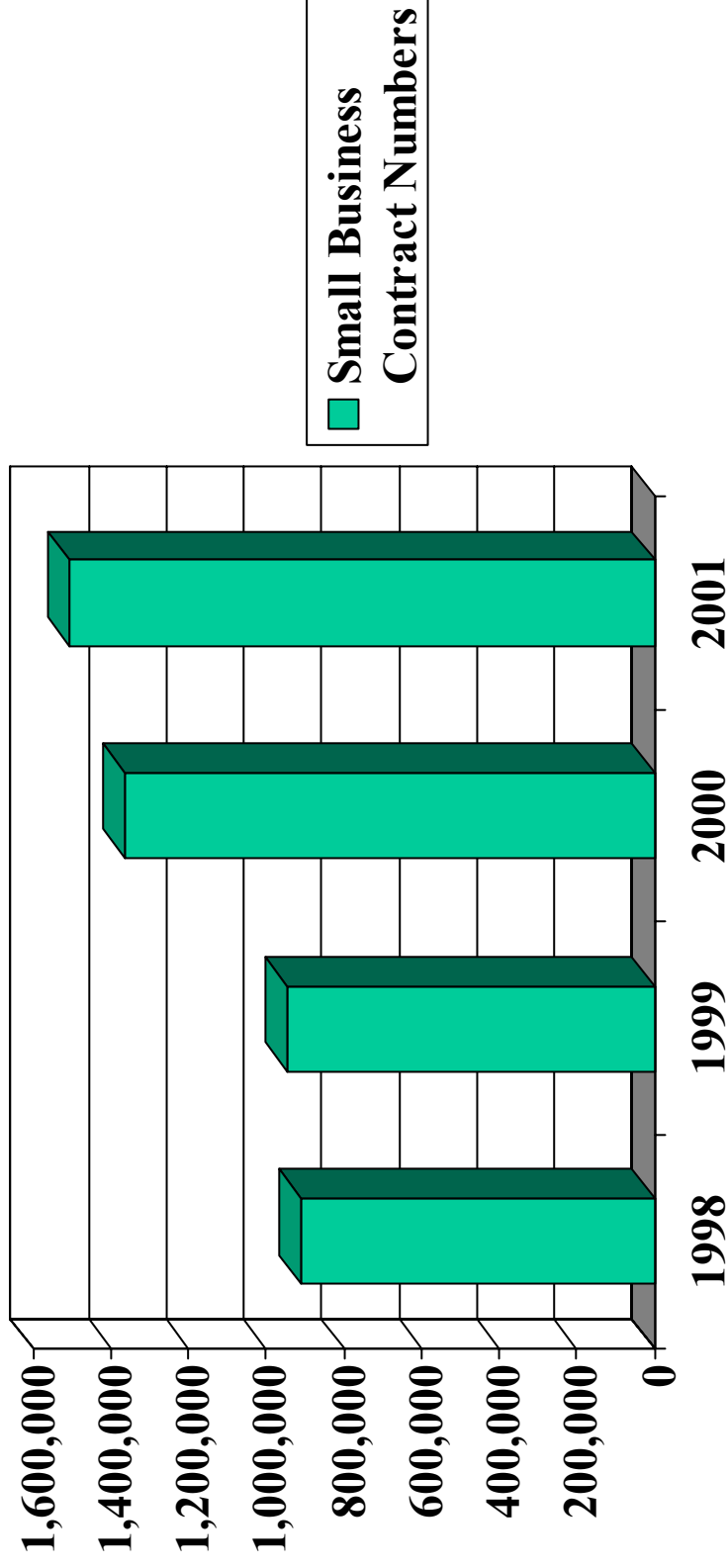
Procurement Dollars



Dollars are expressed in millions.

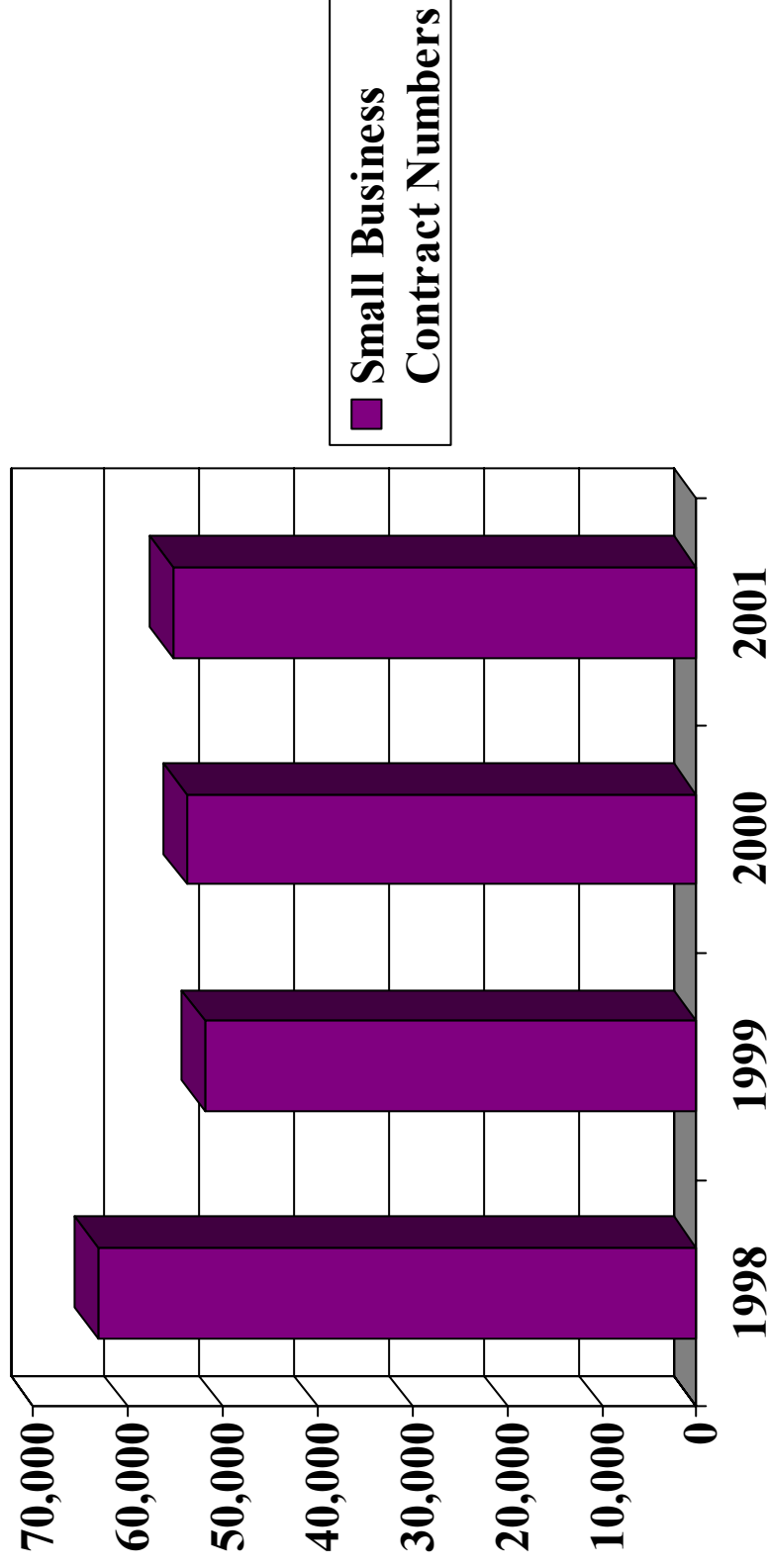
U.S. Department of Veterans Affairs

Number of Contracts to Small Businesses



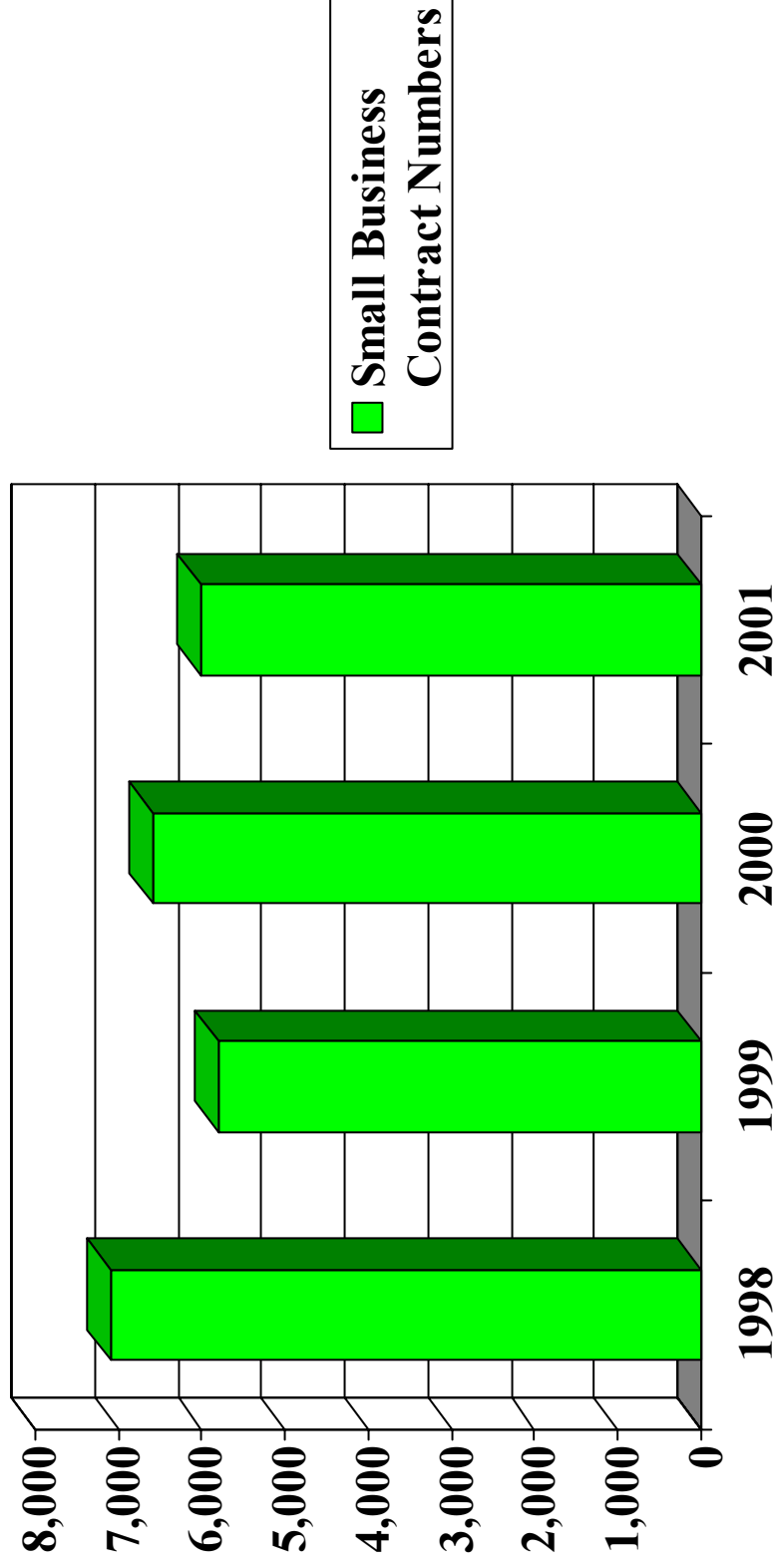
U.S. Department of Veterans Affairs

Number of Contracts to Small Disadvantaged Businesses



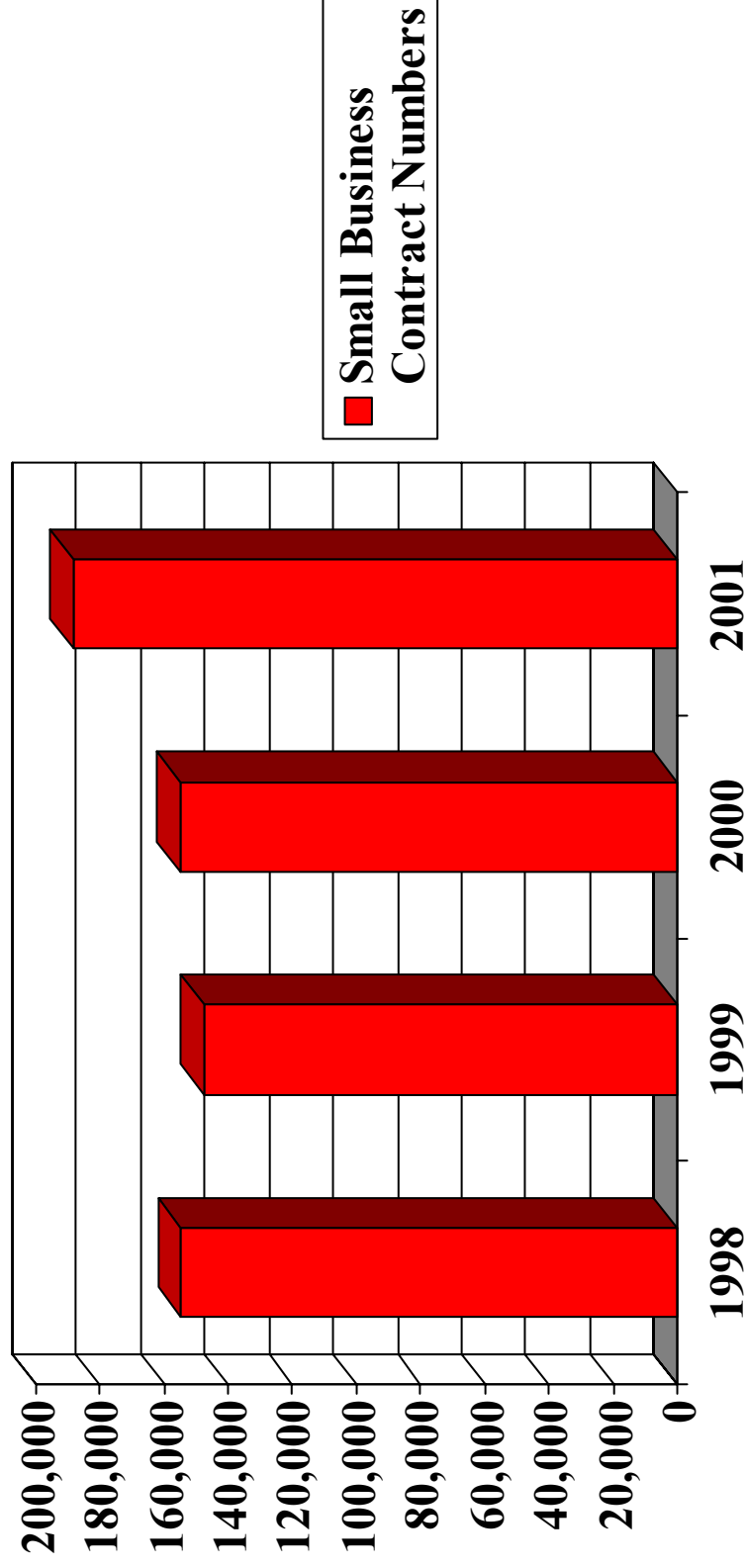
U.S. Department of Veterans Affairs

Number of Contracts to 8(a) Firms



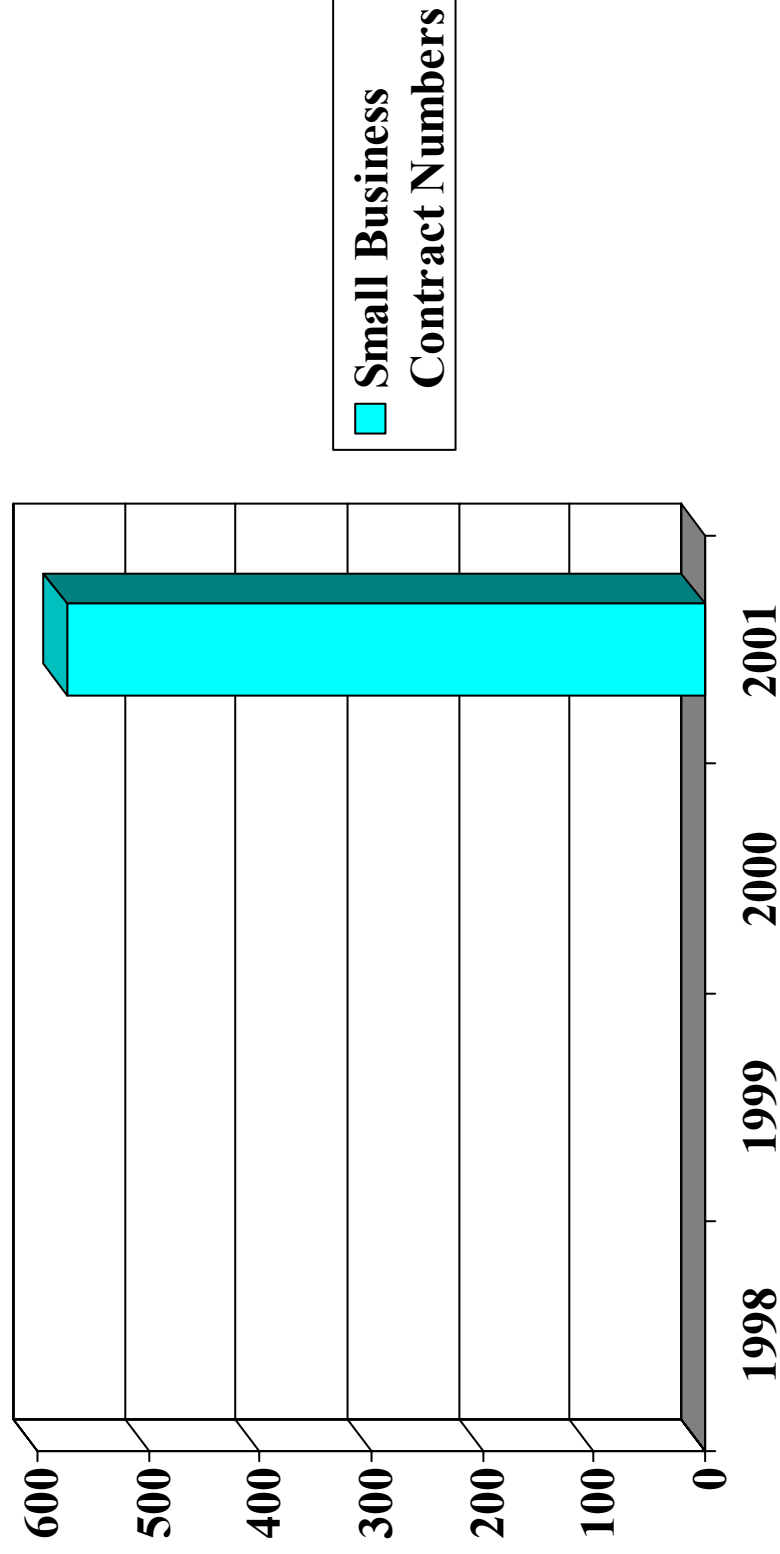
U.S. Department of Veterans Affairs

Number of Contracts to Women-Owned Businesses



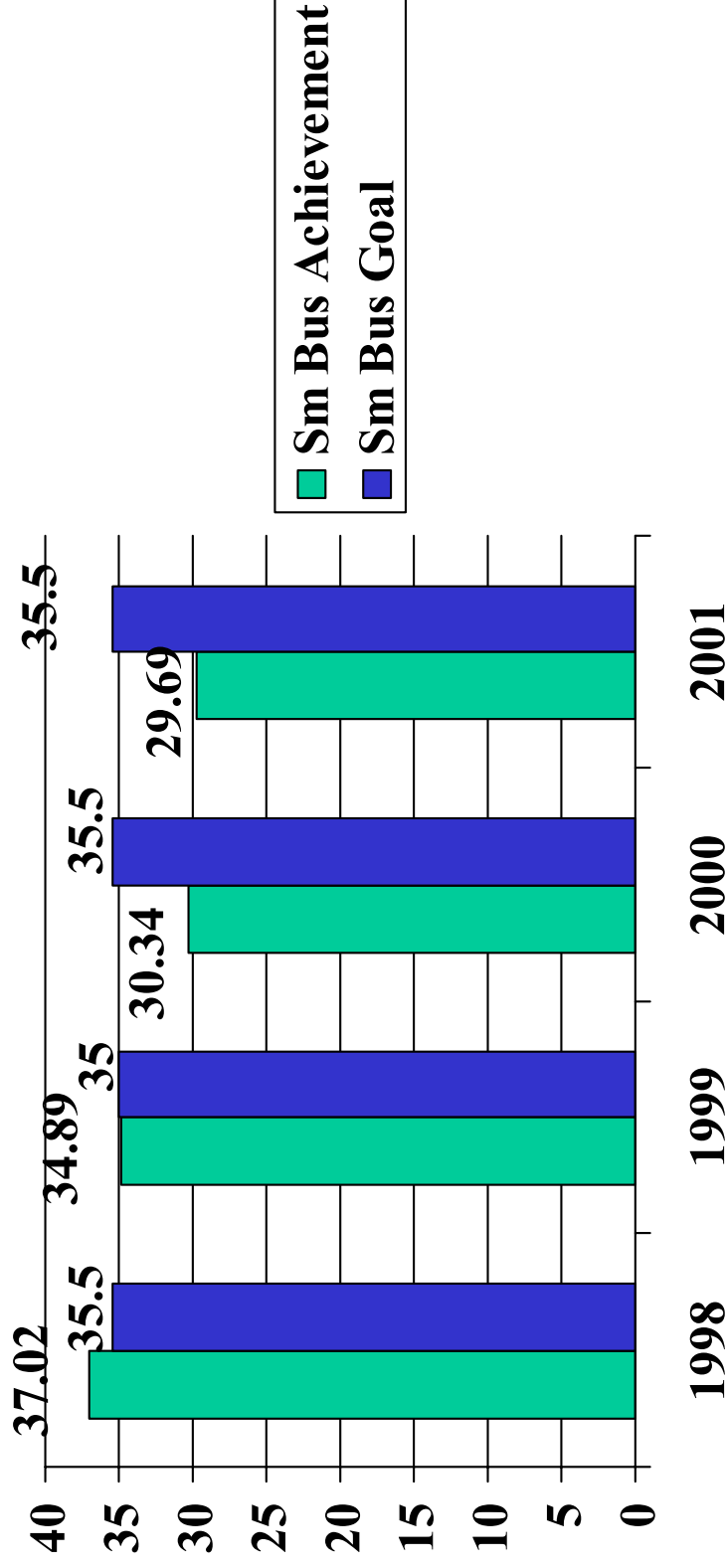
U.S. Department of Veterans Affairs

Number of Contracts to HUBZone Businesses



Department of Veterans Affairs

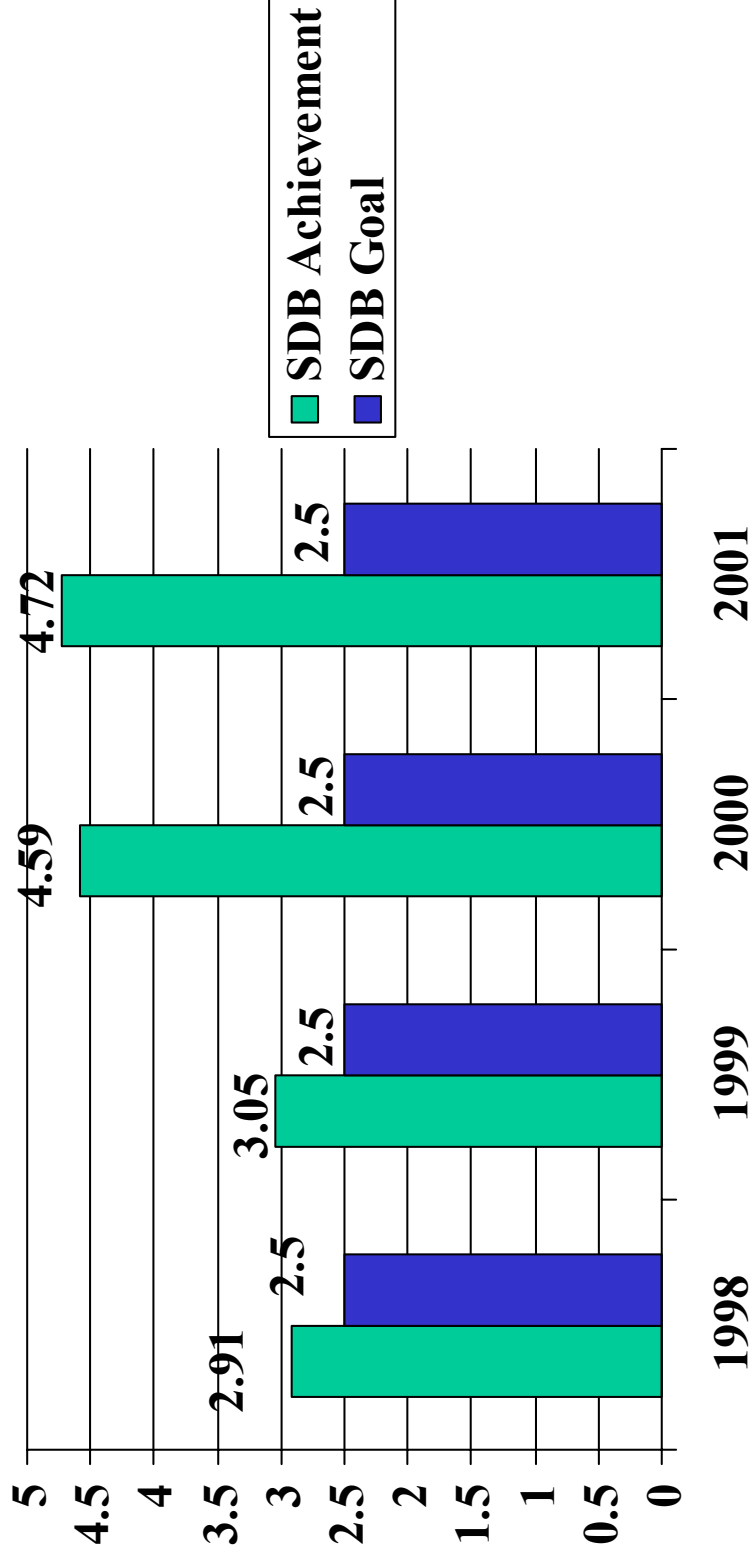
Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

Department of Veterans Affairs

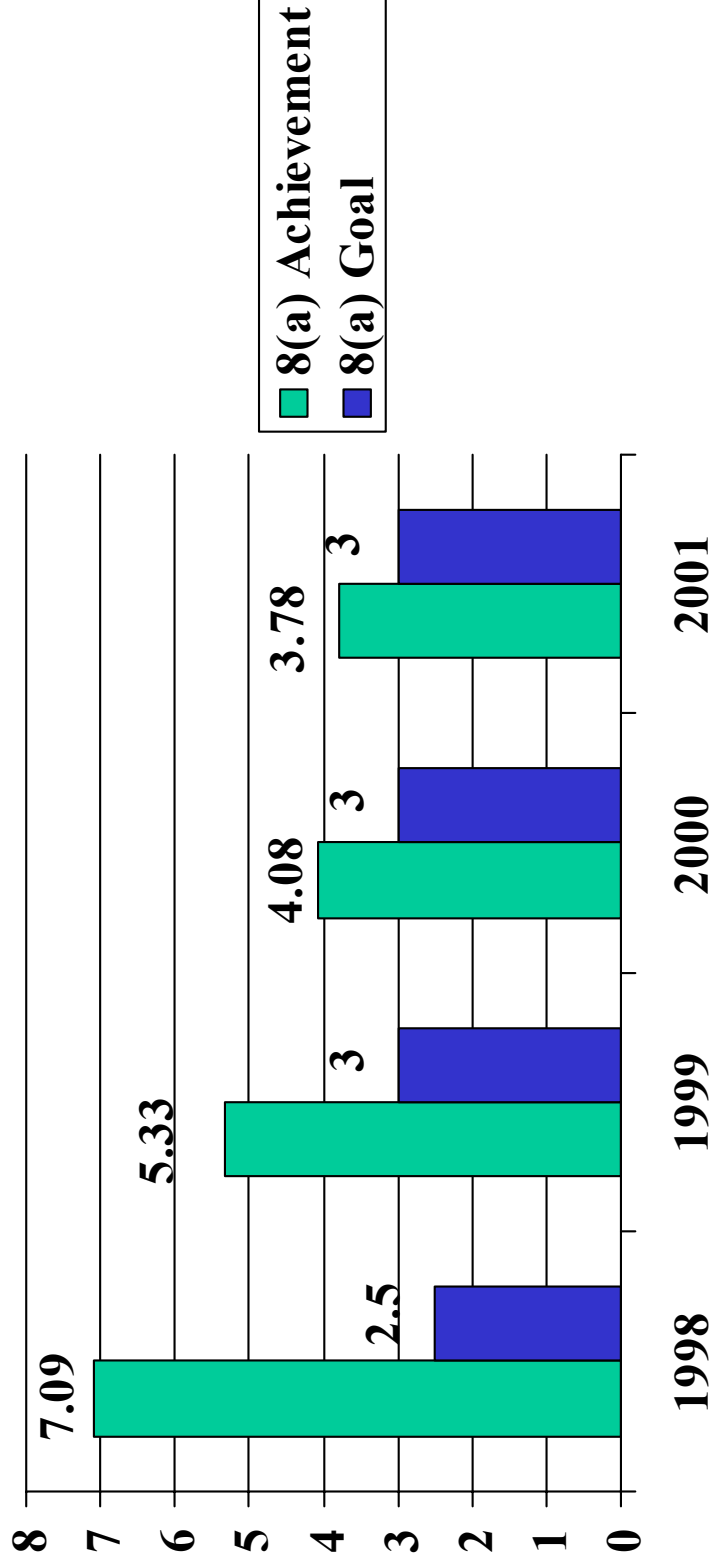
SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Department of Veterans Affairs

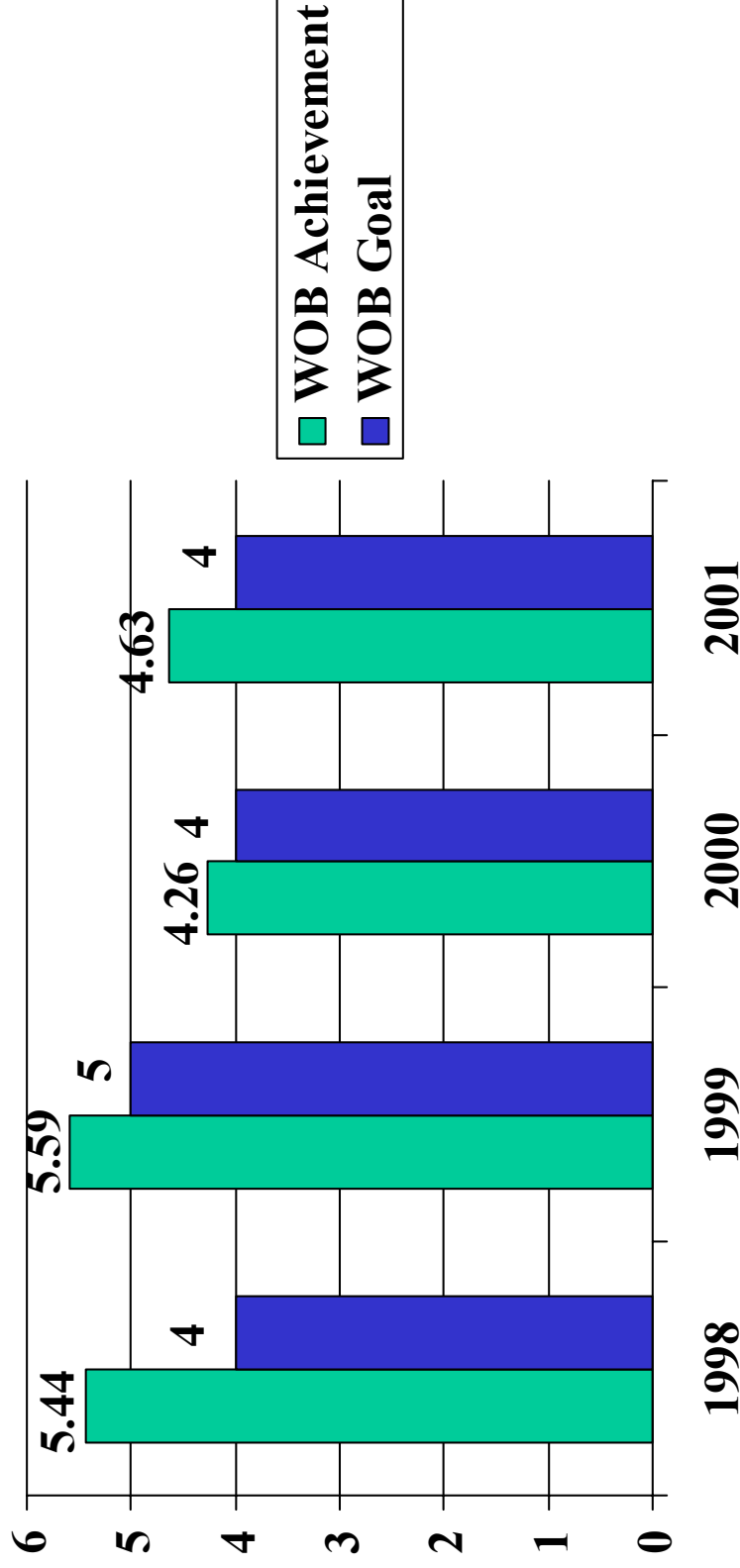
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Department of Veterans Affairs

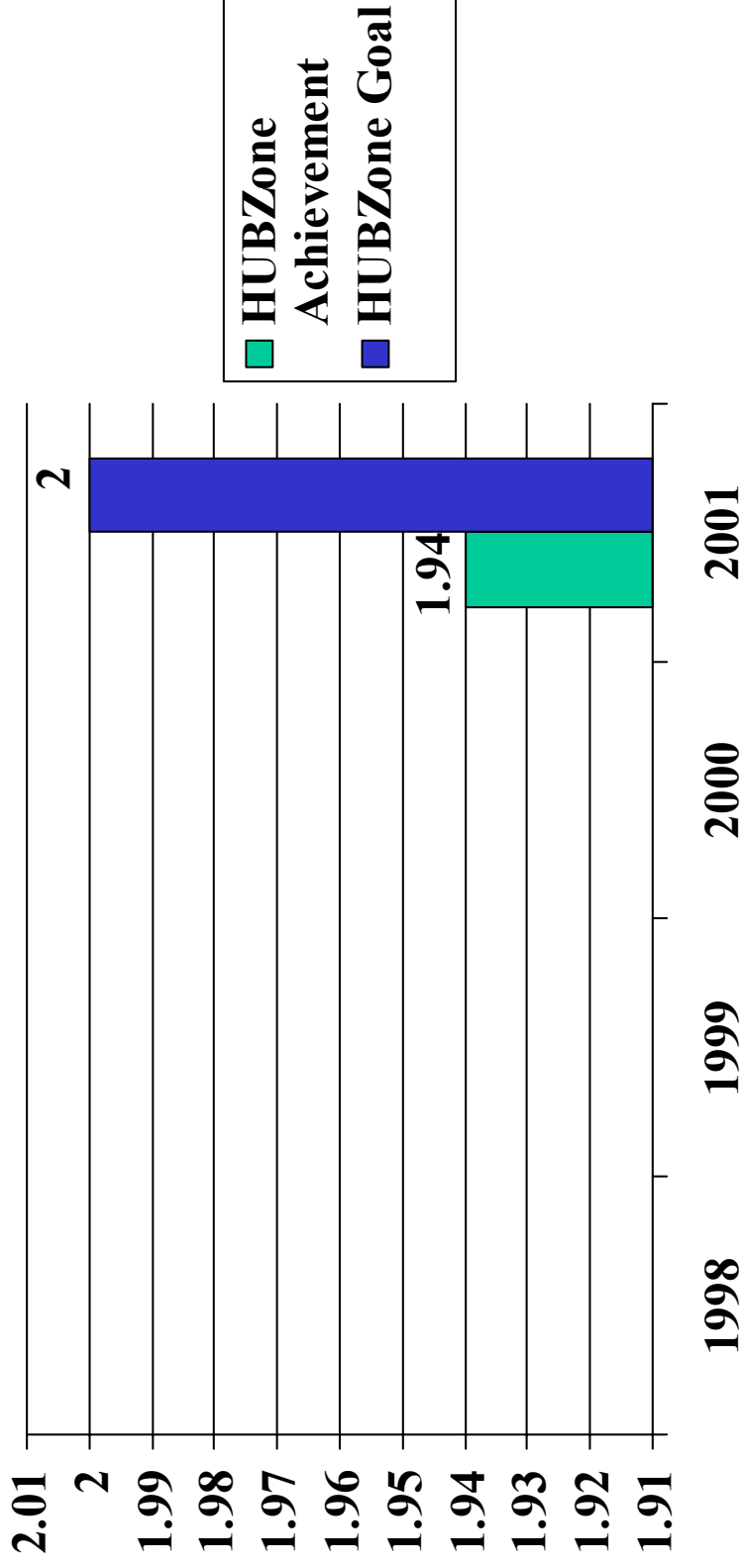
Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Department of Veterans Affairs

HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

Department of Health & Human Services

Procurement Dollar Analysis

From a low of \$2.5 billion in 1994, procurement activity for the Department of Health & Human Services (HHS) increased in 1995 to \$3.7 billion, and to \$4.1 billion in 1996. A decrease occurred in 1997 to \$3.6 billion. Another increase occurred in 1998 to \$4.2 billion. Figures for 1999 showed an increase to nearly \$5 billion. In 2000, HHS showed a decrease in procurement volume to \$4.5 billion. Based on figures for 2001, HHS showed an increase to \$4.8 billion.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by HHS decreased from 220,586 awards in 1998 to 166,489 awards in 1999. In 2000, HHS awarded 155,170 contracts to small businesses. In 2001, HHS awarded 140,450 contracts to small businesses. The total percentage decrease from 1998 to 2001 was more than 36 percent.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses by the HHS decreased from 17,662 in 1998 to 13,104 in 1999. In 2000, HHS awarded 16,524 contracts to small disadvantaged businesses. In 2001, HHS awarded 11,797 contracts to small disadvantaged businesses – a decrease of more than 28 percent in one year.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms by the HHS decreased from 5,730 in 1998 to 4,321 in 1999. In 2000, HHS awarded 925 contracts to 8(a) firms. In 2001, HHS awarded 1,409 contracts to 8(a) companies.

Women-Owned Business

From 1998 to 1999, the number of contracts awarded to women-owned businesses by the HHS decreased from 16,046 in 1998 to 13,911 in 1999. In 2000, HHS awarded 16,995 contracts to women-owned businesses. In 2001, HHS awarded 9,364 contracts to women-owned businesses – a decrease of nearly 45 percent in one year.

HUBZone Small Business Concerns

In 2001, HHS awarded 841 contracts to HUBZone companies.

Goal Achievement

Small Business Goal

HHS achieved its goal for doing business with small businesses in 1998, but did not achieve this goal in 1999 or 2000. Based on figures for 2001, HHS did not meet its small business goal. HHS achieved 31.74 percent versus a 32 percent goal. As HHS' achievement was 99.2 percent of its goal, the grade will be an "A." The small business goal for HHS in fiscal year 2002 is 30 percent.

Small Disadvantaged Business Goal

HHS exceeded its small disadvantaged business goal in 1998, but did not achieve its goal in 1999 or 2000. Based on 2001 figures, HHS did not achieve its goal. HHS achieved 5.74 percent. The goal for HHS was 9.6 percent. As HHS achieved 59.8 percent of its goal, the grade will be an "F." The small disadvantaged business goal for HHS in fiscal year 2002 is 11.2 percent.

8(a) Program Goal

HHS achieved its 8(a) Program goal in 1998, but did not achieve its goal in 1999 and 2000. Based on figures for 2001, HHS exceeded its goal. HHS achieved 4.59 percent. The goal for HHS was 4.3 percent. As HHS exceeded its goal, the grade will be an "A." The 8(a) Program goal for HHS in fiscal year 2002 is 5.6 percent.

Women-Owned Business Goal

HHS did not achieve its women-owned business goal from 1998 through 2000. Based on figures for 2001, HHS again did not meet its goal. HHS achieved 5.46 percent. HHS' goal was 14.1 percent. As HHS achieved 38.7 percent of its goal, the grade will be an "F." HHS has a woman-owned business goal of 5 percent for fiscal year 2002.

HUBZone Small Business Concern Goal

HHS did not achieve its HUBZone goal in 2001. HHS achieved 0.61 percent. HHS' goal was 2 percent. As HHS achieved 30.5 percent of its goal, the grade will be an "F." HHS has a HUBZone business goal of 2.5 percent for fiscal year 2002.

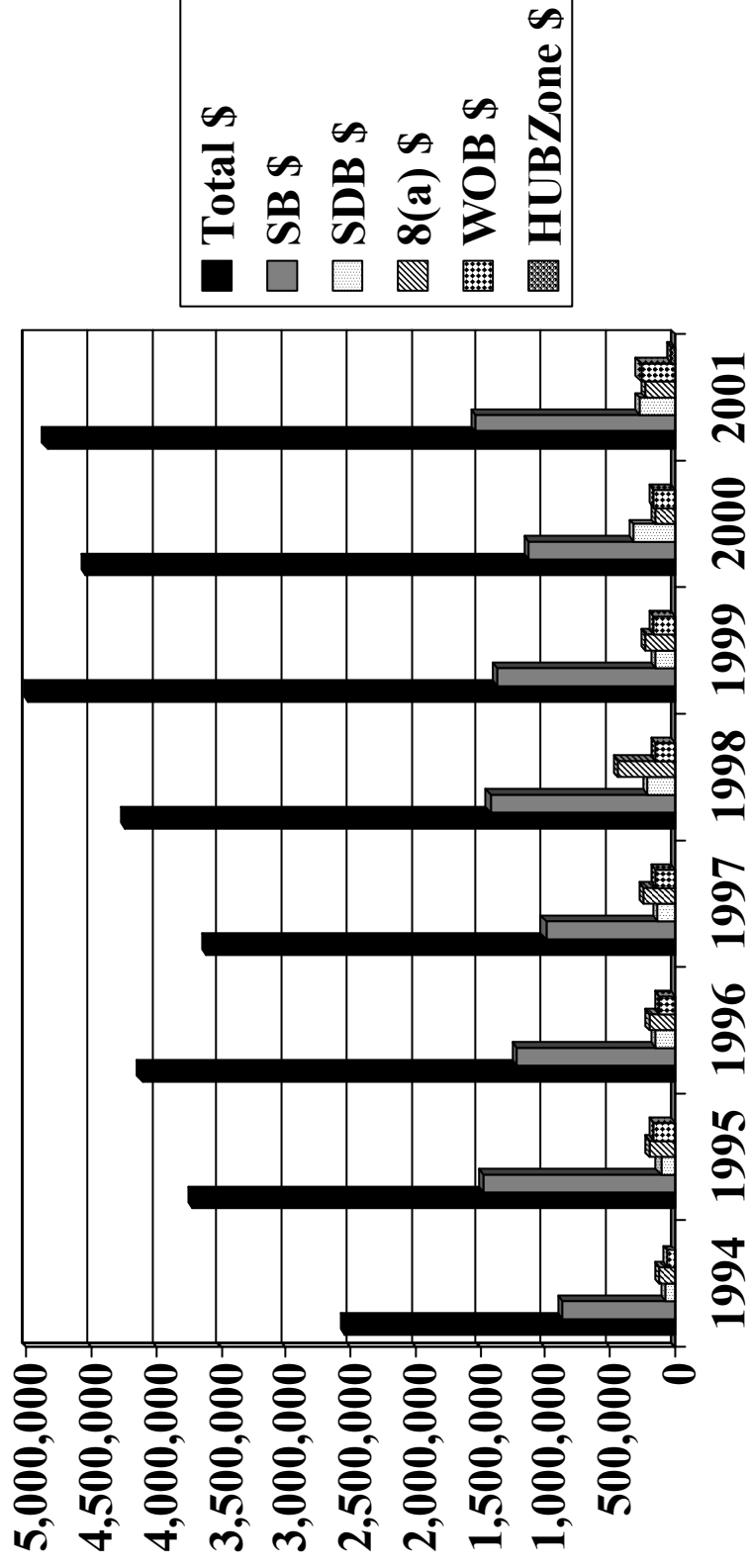
Overall Grade

Small Business Goal	A 4 points
Small Disadvantaged Business Goal	F 0 points
8(a) Program Goal	A 4 points
Women-Owned Business Goal	F 0 points
HUBZone Goal	F 0 points
Average Grade	D 1.6 points

With an “A” in the Small Business Goal, an “D” in the Small Disadvantaged Business Goal, an “A” in the 8(a) Program goal, an “F” in the Women-Owned Business Goal, and an “F” in the HUBZone Goal, with all categories weighed equally, the Department of Health and Human Services has an overall point total of 1.6 points, for a grade of “D.”

Department of Health & Human Services

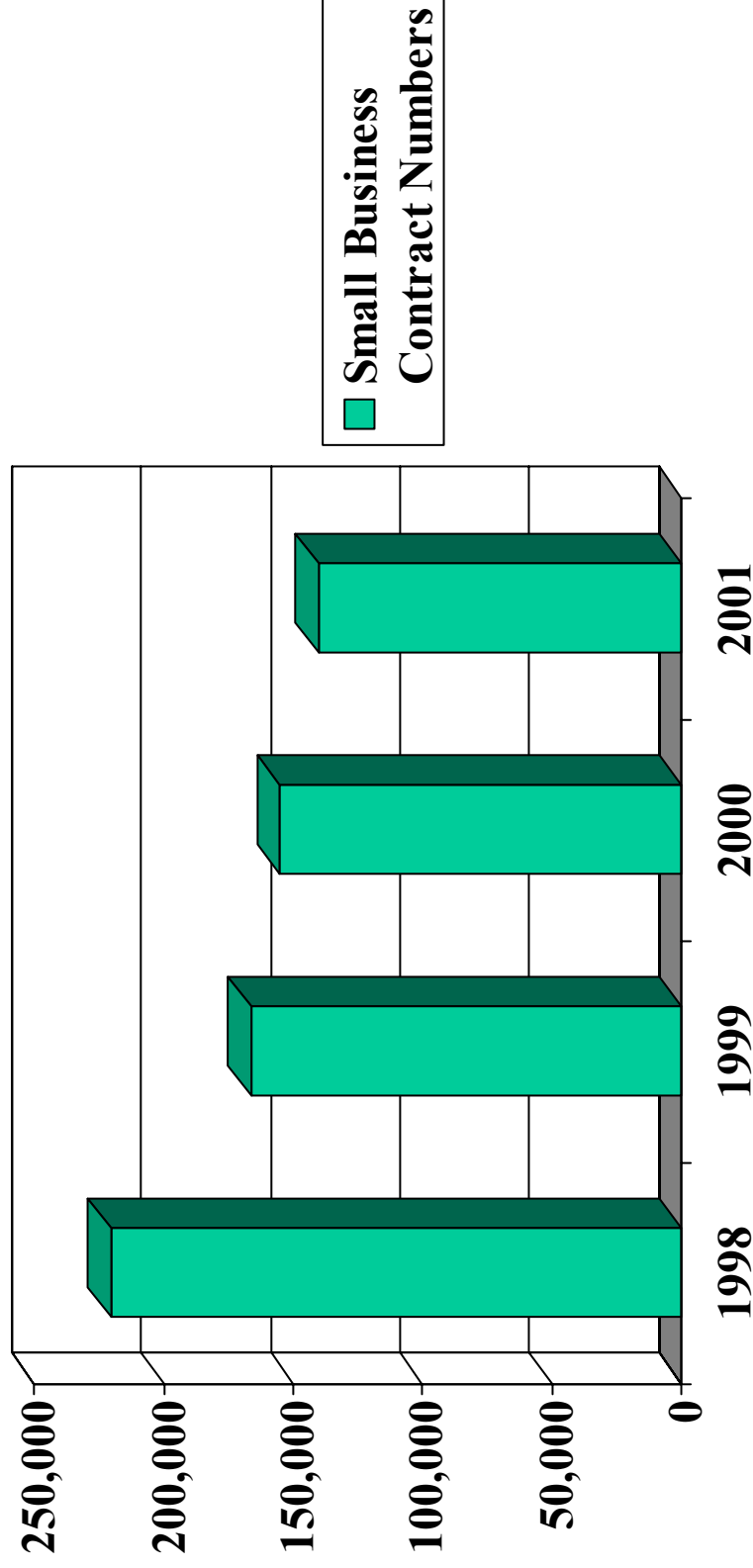
Procurement Dollars



Dollars are expressed in millions.

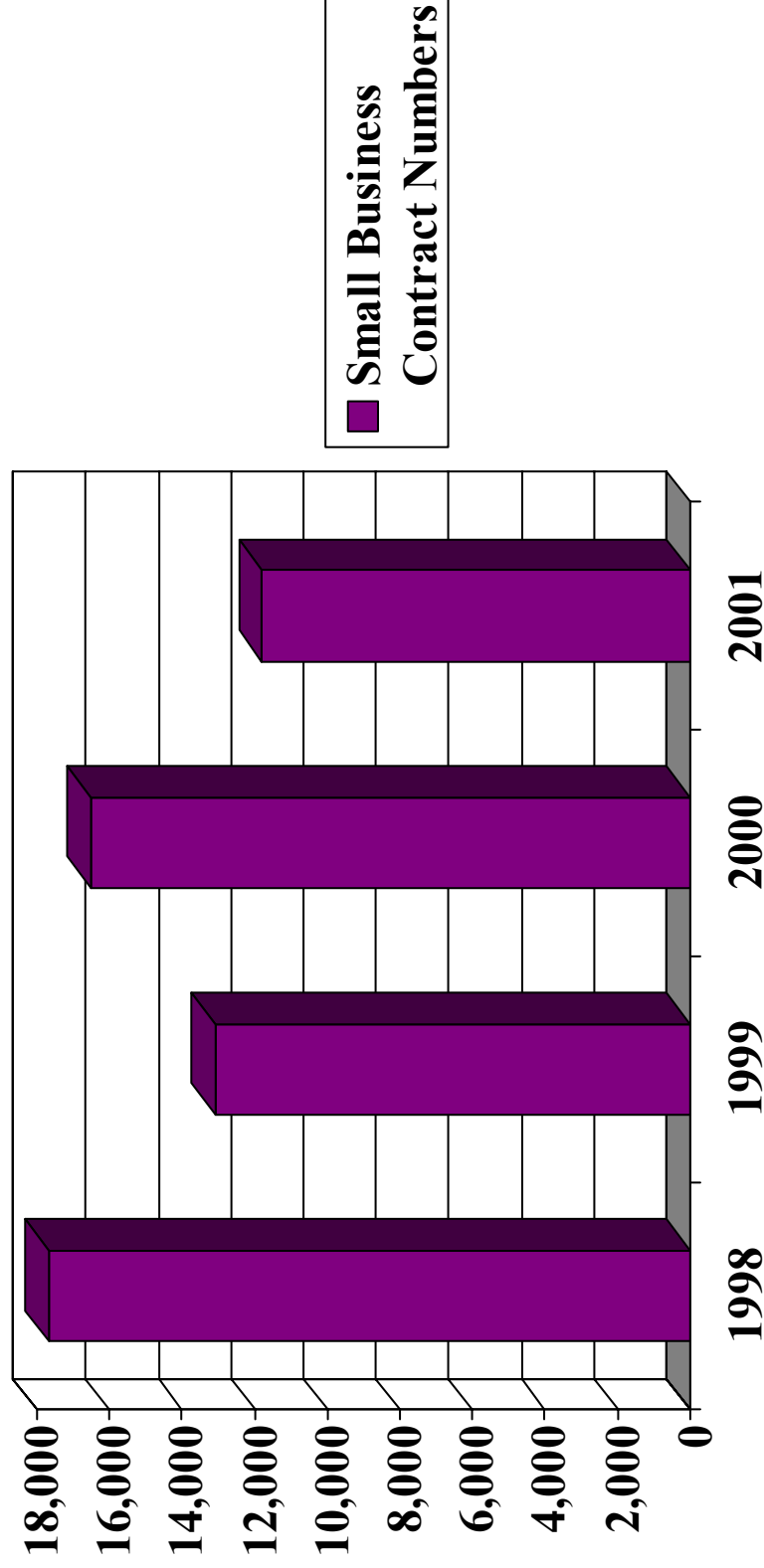
U.S. Department of Health and Human Services

Number of Contracts to Small Businesses



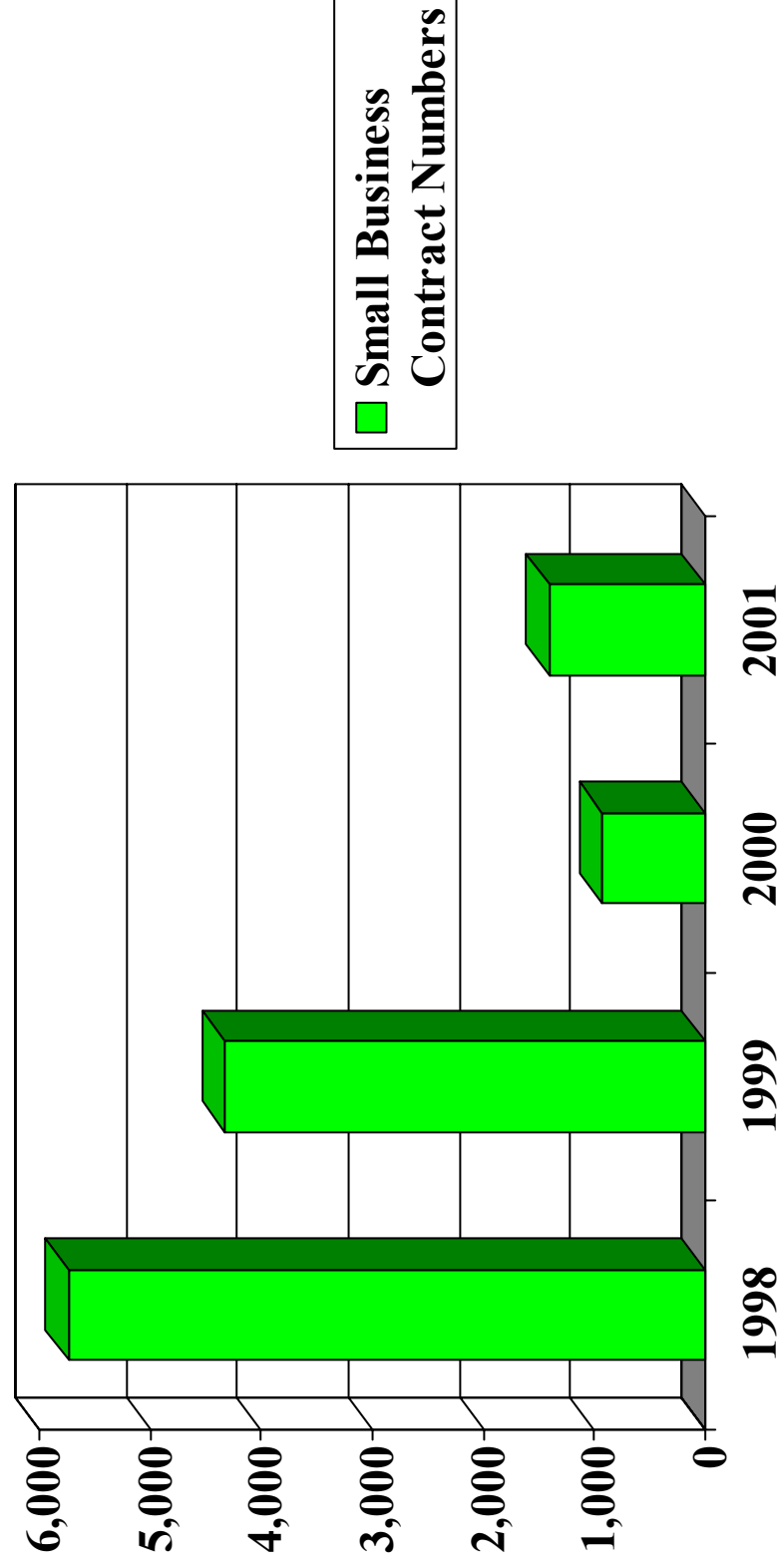
U.S. Department of Health and Human Services

Number of Contracts to Small Disadvantaged Businesses



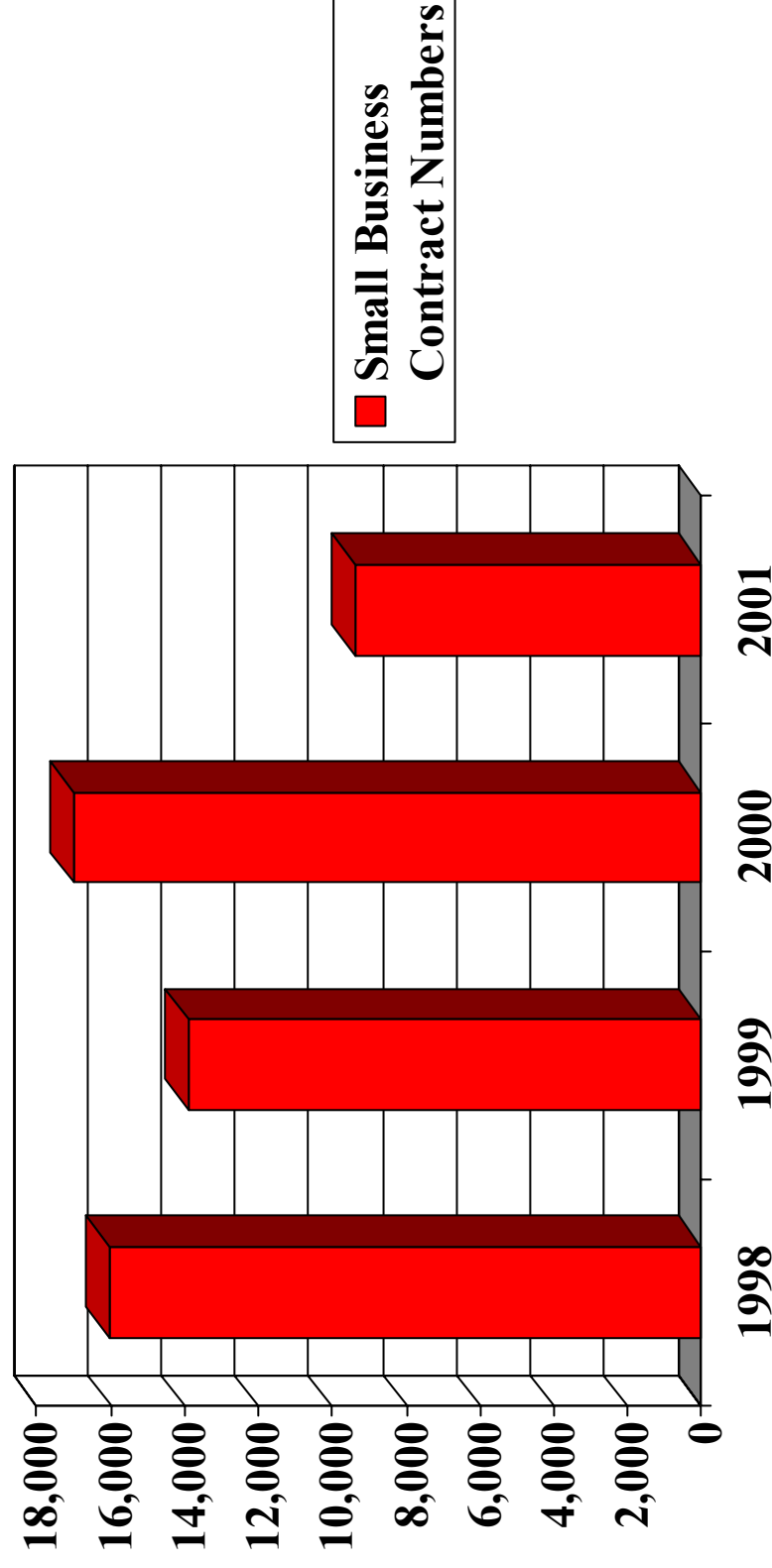
U.S. Department of Health and Human Services

Number of Contracts to 8(a) Firms



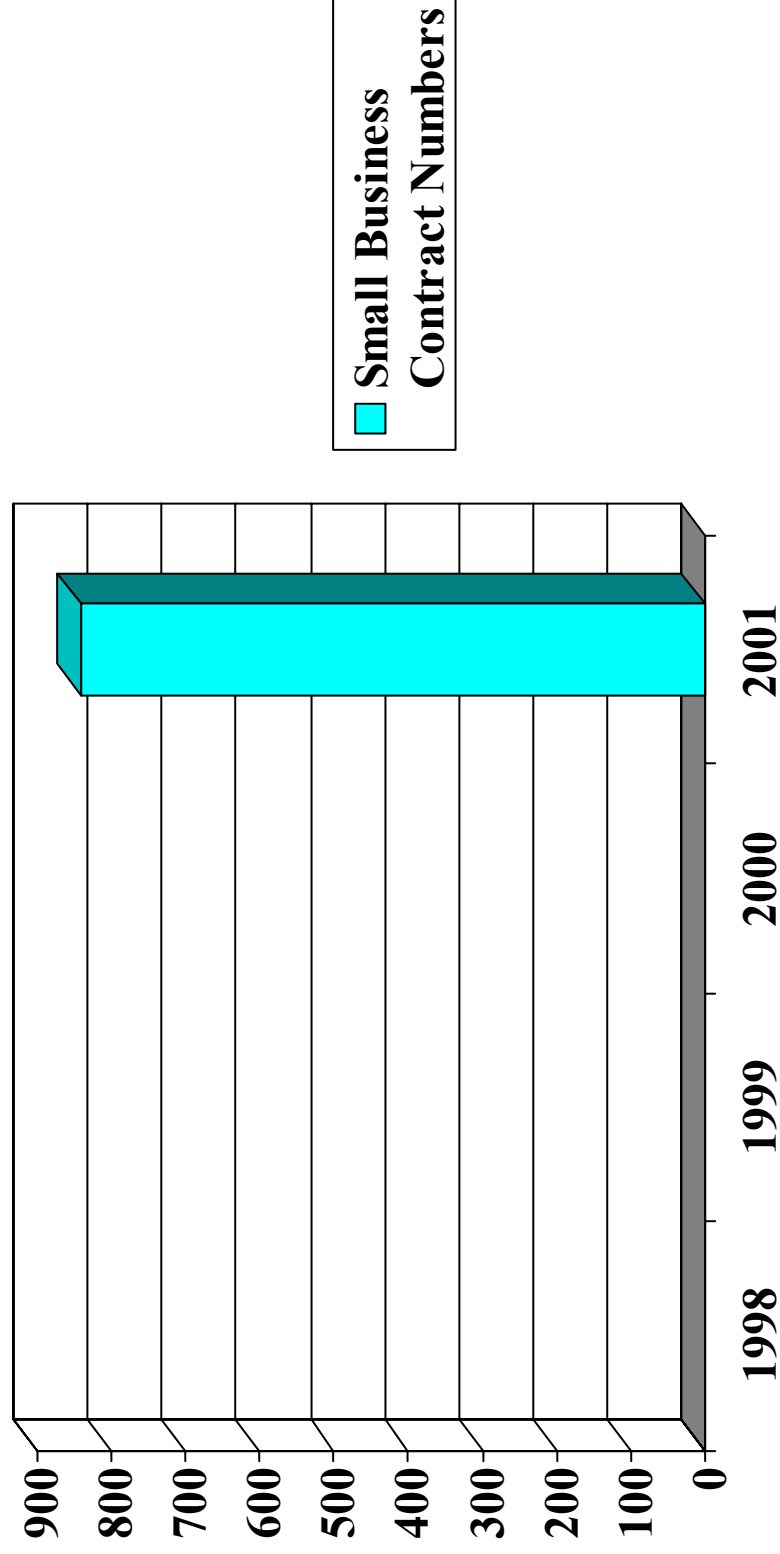
U.S. Department of Health and Human Services

Number of Contracts to Women-Owned Businesses



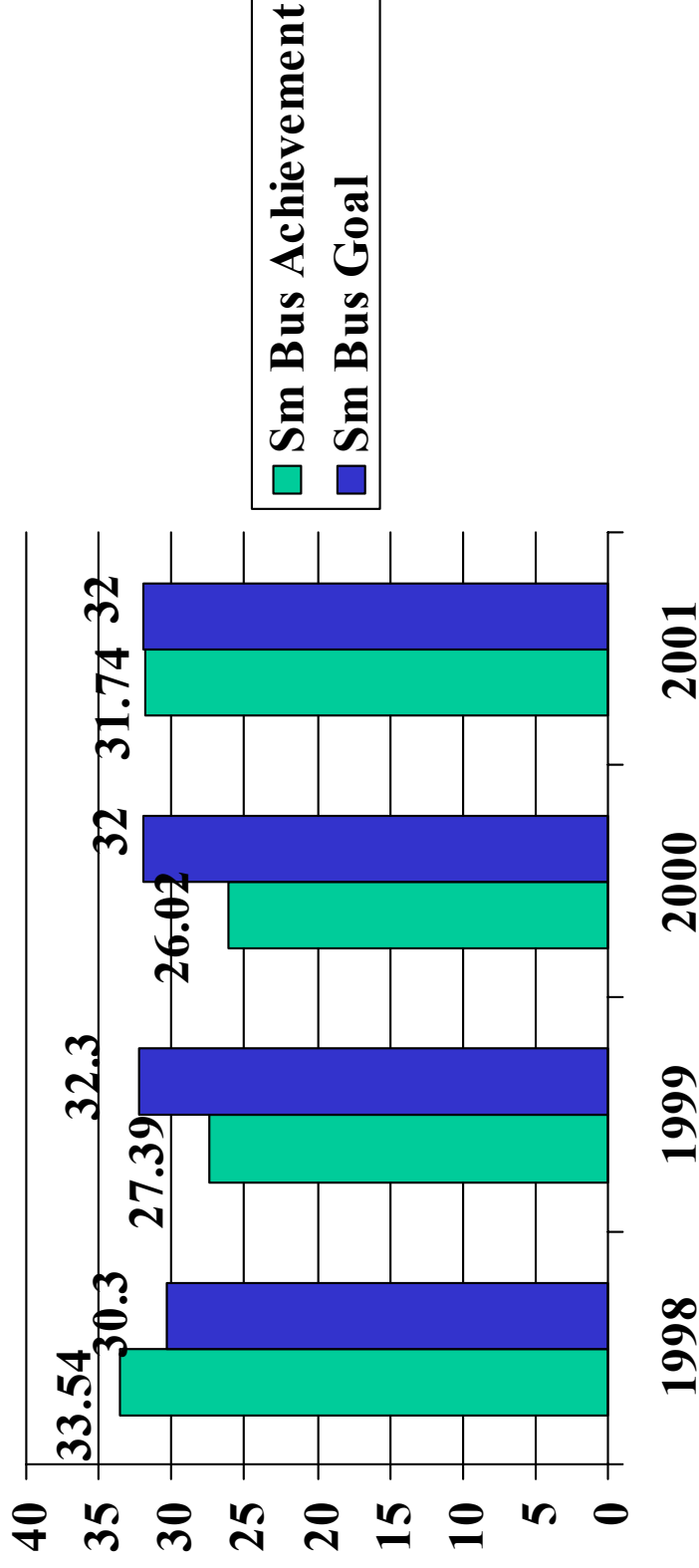
U.S. Department of Health and Human Services

Number of Contracts to HUBZone Businesses



Department of Health & Human Services

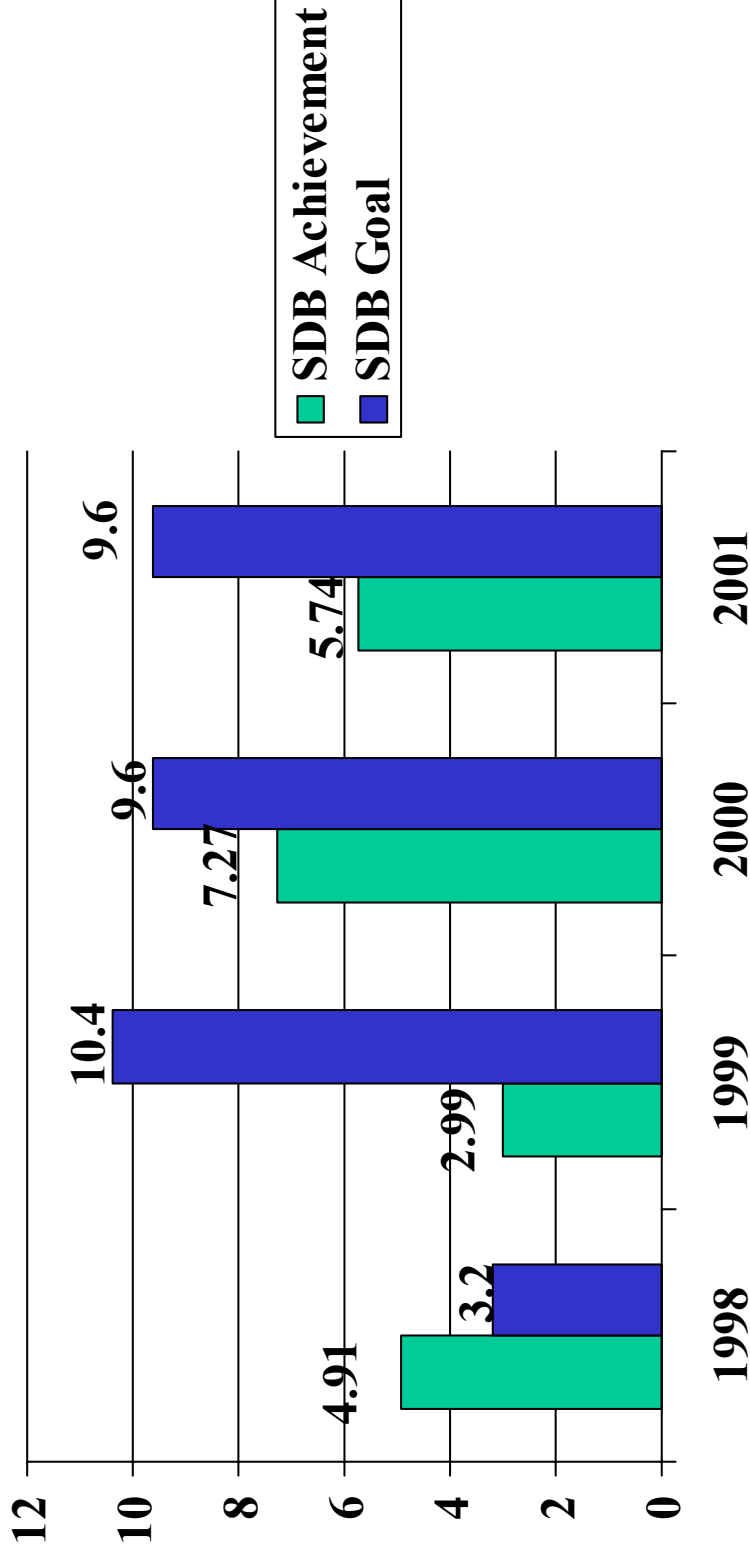
Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

Department of Health & Human Services

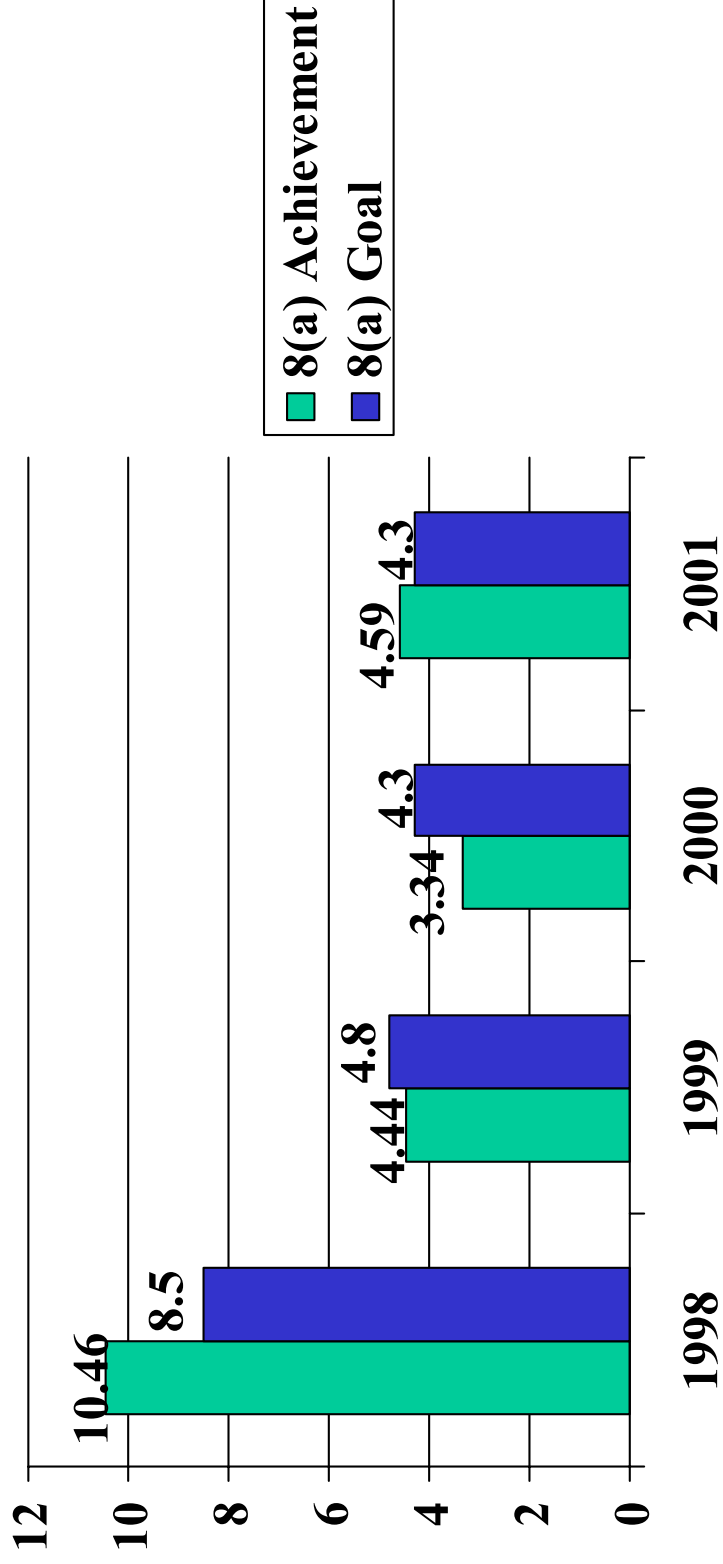
SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Department of Health & Human Services

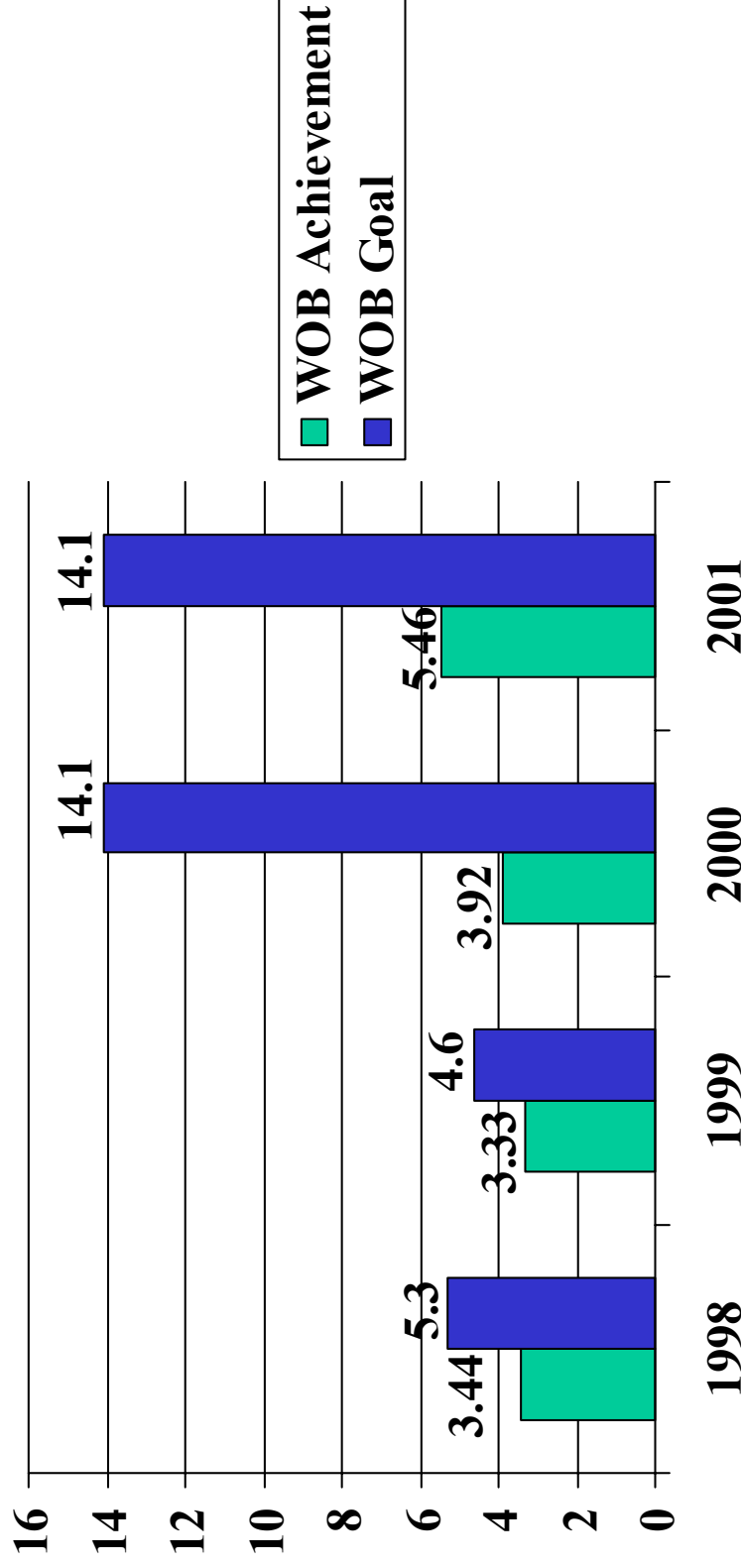
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Department of Health & Human Services

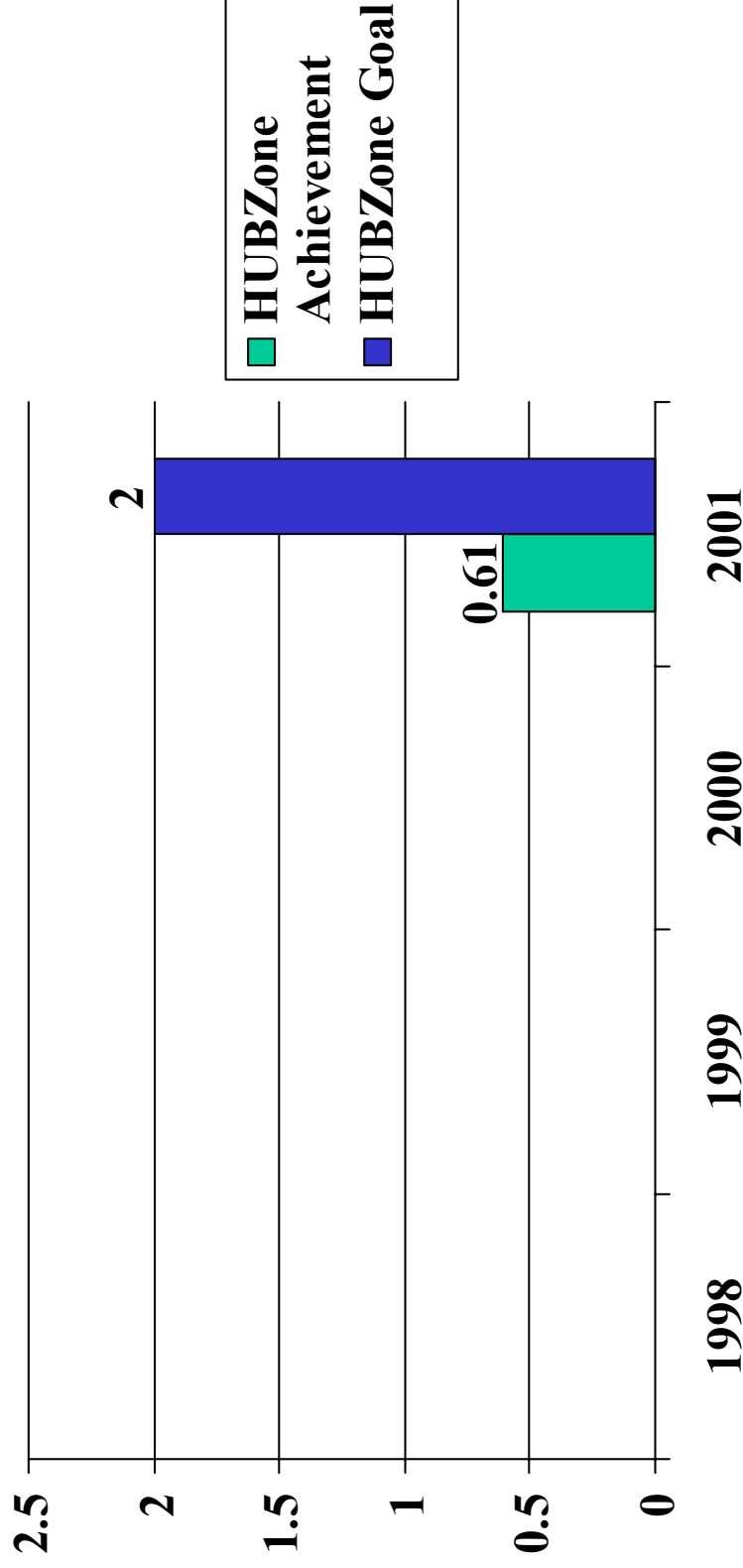
Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Department of Health & Human Services

HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

Department of Justice

Procurement Dollar Analysis

The Department of Justice (DOJ) showed procurement activity of \$2.8 billion in 1994. An increase has occurred in every year thereafter as follows: 1995 - \$2.67 billion, 1996 - \$2.7 billion, 1997 - \$3.2 billion, and 1998 - \$3.3 billion. Figures for 1999 showed an increase to \$3.64 billion. In 2000, procurement volume decreased to \$3.66 billion. In 2001, Justice showed an increase to \$4.8 billion.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by the DOJ decreased from 376,309 in 1998 to 266,897 in 1999. In 2000, the DOJ awarded 303,919 contracts to small businesses. In 2001, DOJ awarded 286,091 contracts to small businesses.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses by the DOJ increased from 2,678 in 1998 to 4,136 in 1999. In 2000, the DOJ awarded 4,696 contracts to small disadvantaged businesses. In 2001, DOJ awarded 3,903 contracts to small disadvantaged businesses – a decrease of nearly 17 percent in one year.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms by the DOJ decreased from 2,766 in 1998 to 1,013 in 1999. In 2000, the DOJ awarded 902 contracts to 8(a) firms. In 2001, DOJ awarded 656 contracts to 8(a) companies. From 1998 to 2001, the number of 8(a) contracts awarded by DOJ decreased by more than 76 percent.

Women-Owned Business

From 1998 to 1999, the number of contracts awarded to women-owned businesses by the DOJ has increased from 9,541 in 1998 to 9,562 in 1999. In 2000, the DOJ awarded 8,869 contracts to women-owned businesses. In 2001, DOJ awarded 8,265 contracts to women-owned businesses.

HUBZone Small Business Concerns

In 2001, DOJ awarded 240 contracts to HUBZone companies.

Goal Achievement

Small Business Goal

DOJ achieved its goal for doing business with small businesses in 1998, but did not achieve its goal in 1999. DOJ exceeded its small business goal in 2000. Based on figures for 2001, DOJ did not achieve its small business goal. DOJ achieved 30.47 percent. DOJ's goal was 31.5 percent. As DOJ achieved 96.7 percent of its goal, the grade will be an "A." The small business goal for DOJ in fiscal year 2002 is 30 percent.

Small Disadvantaged Business Goal

DOJ exceeded its small disadvantaged business goal from 1998 through 2000. Based on 2001 figures, DOJ exceeded its goal with an achievement of 25.07 percent. DOJ's goal was 2.5 percent. Therefore, the grade would normally be an "A." However, based on the fact that DOJ's goal was less than the 5 percent mandate, DOJ would normally be downgraded to a "B." As DOJ has set a goal below the statutory goal for the past two years, DOJ will be further down-graded to a "C." For fiscal year 2002, DOJ has a small disadvantaged business goal of 7.73 percent.

8(a) Program Goal

DOJ has not achieved its 8(a) Program goal from 1998 through 2000. Based on figures for 2001, DOJ did not achieve its goal. DOJ's achievement was 5.04 percent. DOJ's goal was 7.8 percent. As DOJ achieved 64.6 percent of its goal, the grade will be a "D." DOJ has a 3.87 percent 8(a) Program Goal for fiscal year 2002.

Women-Owned Business Goal

DOJ did not achieve its women-owned business goal in 1998. DOJ achieved its goal in 1999 and 2000. Based on figures for 2001, DOJ exceeded its goal. DOJ achieved 3.36 percent. DOJ's goal was 3 percent. Therefore, the grade would normally be an "A." However, as DOJ's goal was below the mandated 5 percent goal, DOJ would normally be downgraded to a "B." As DOJ has set a goal below the statutory goal for the past two years, DOJ will be further downgraded to a "C." For fiscal year 2002, DOJ has a woman-owned business goal of 5 percent.

HUBZone Small Business Concern Goal

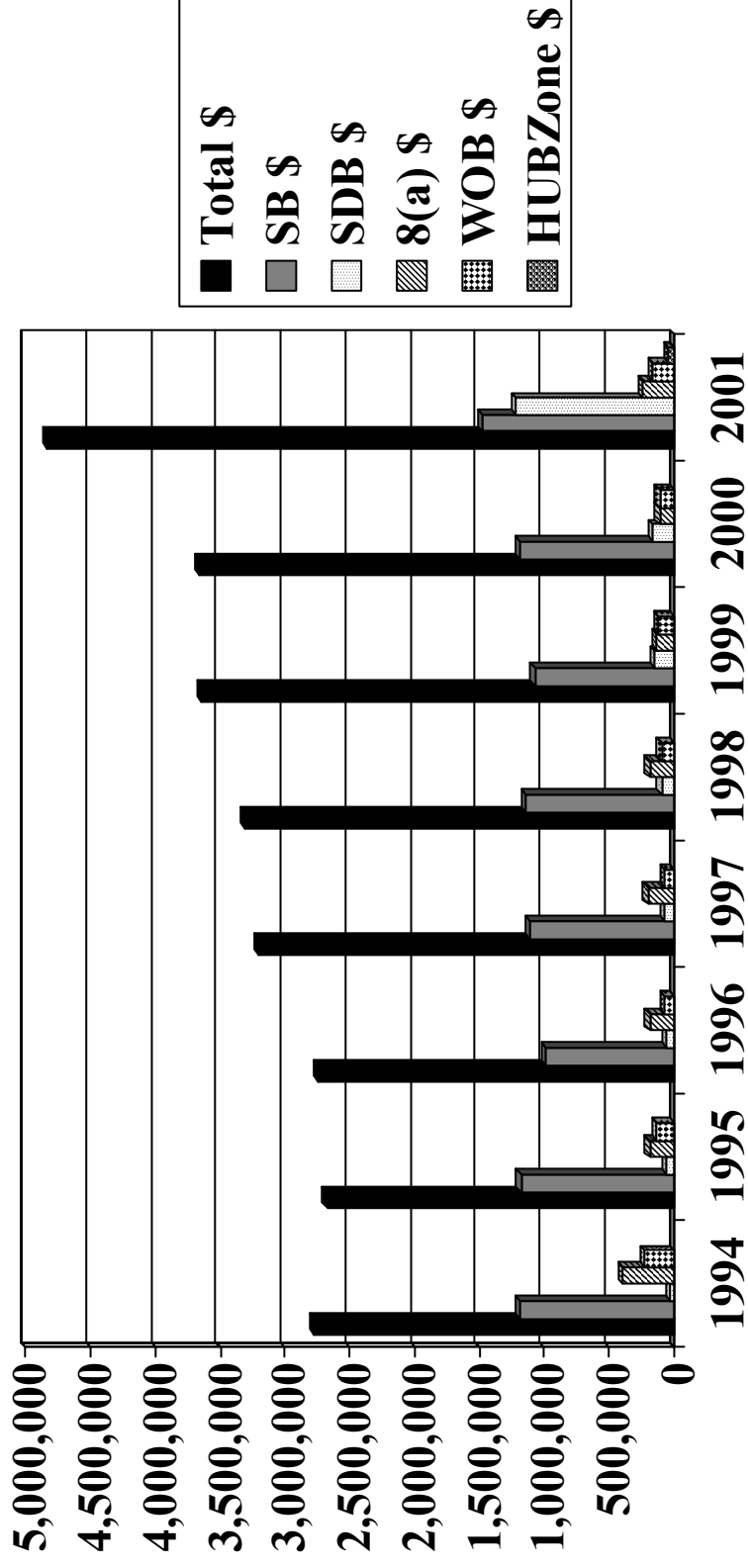
DOJ did not achieve its HUBZone goal in 2001. DOJ achieved 0.91 percent. DOJ's goal was 2 percent. As DOJ achieved 45.5 percent of its goal, the grade will be an "F." DOJ has a HUBZone business goal of 2.5 percent for fiscal year 2002.

Overall Grade

Small Business Goal	A 4 points
Small Disadvantaged Business Goal	C 2 points
8(a) Program Goal	D 1 point
Women-Owned Business Goal	C 2 points
HUBZone Goal	F 0 points
Average Grade	D 1.8 points

With an “A” in the Small Business Goal, a “C” in the Small Disadvantaged Business Goal, a “D” in the 8(a) Program goal, a “C” in the Women-Owned Business Goal, and an “F” in the HUBZone Goal, with all categories weighed equally, the Department of Justice has an overall point total of 1.8 points, for a grade of “D.”

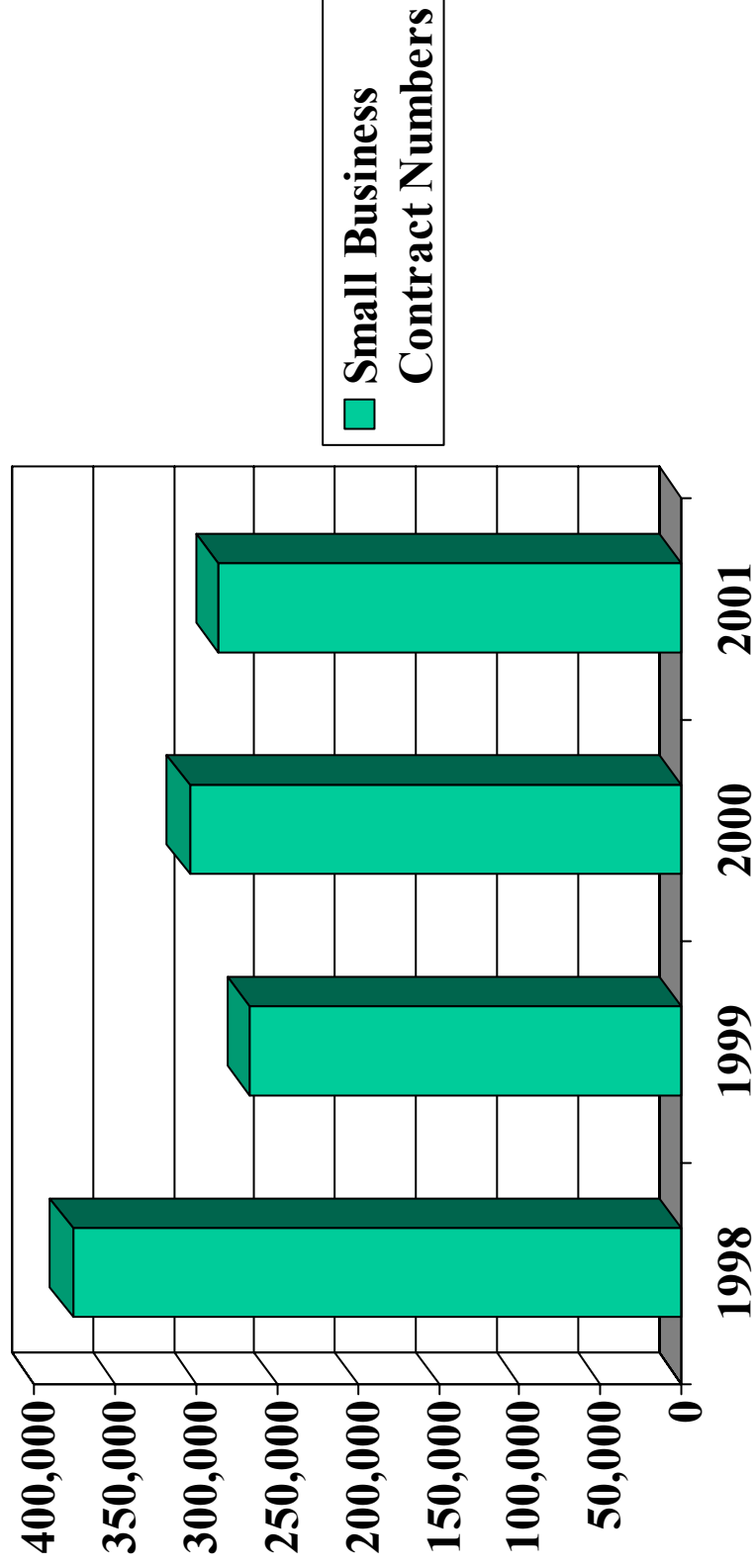
Department of Justice Procurement Dollars



Dollars are expressed in millions.

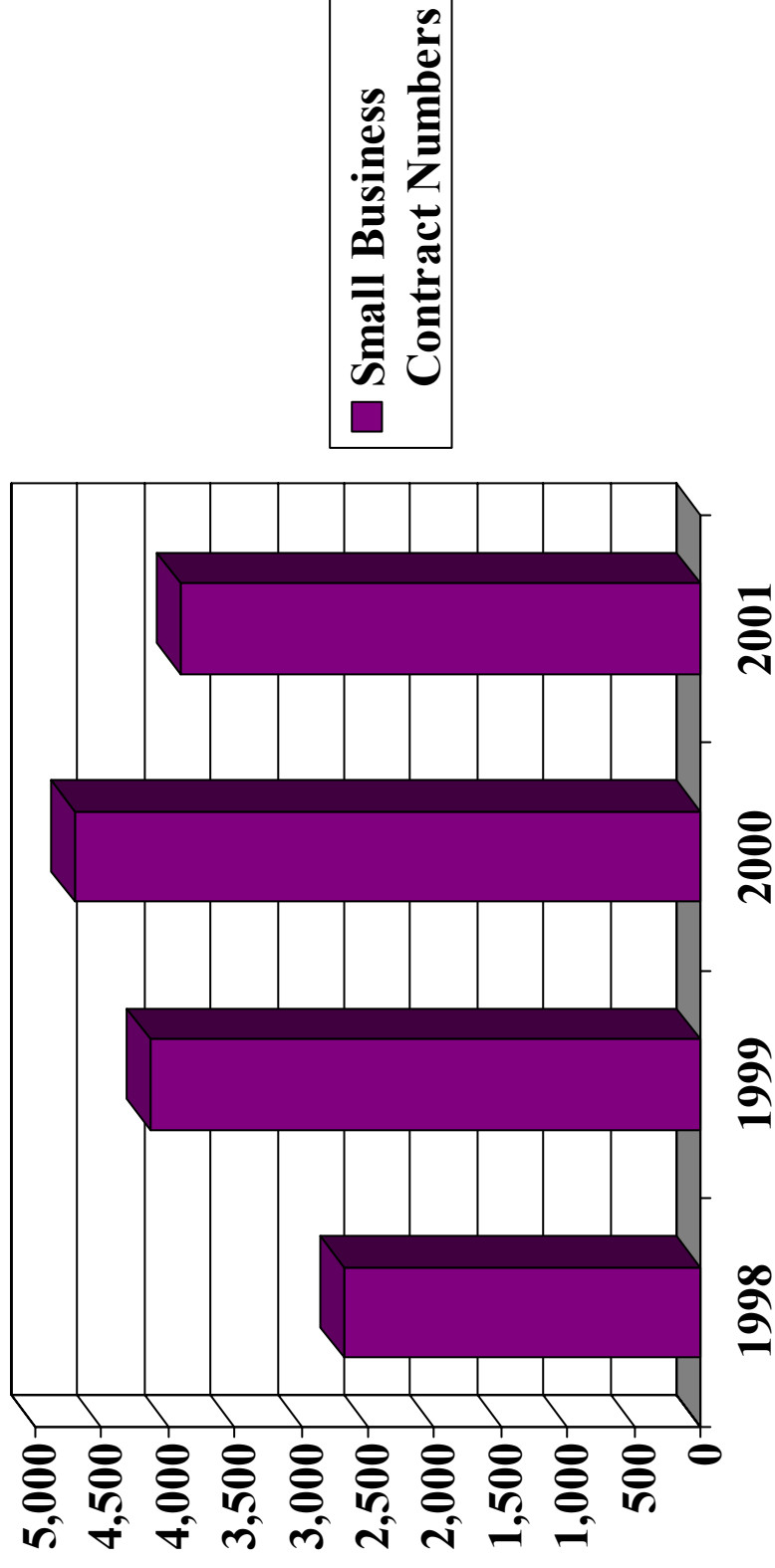
U.S. Department of Justice

Number of Contracts to Small Businesses



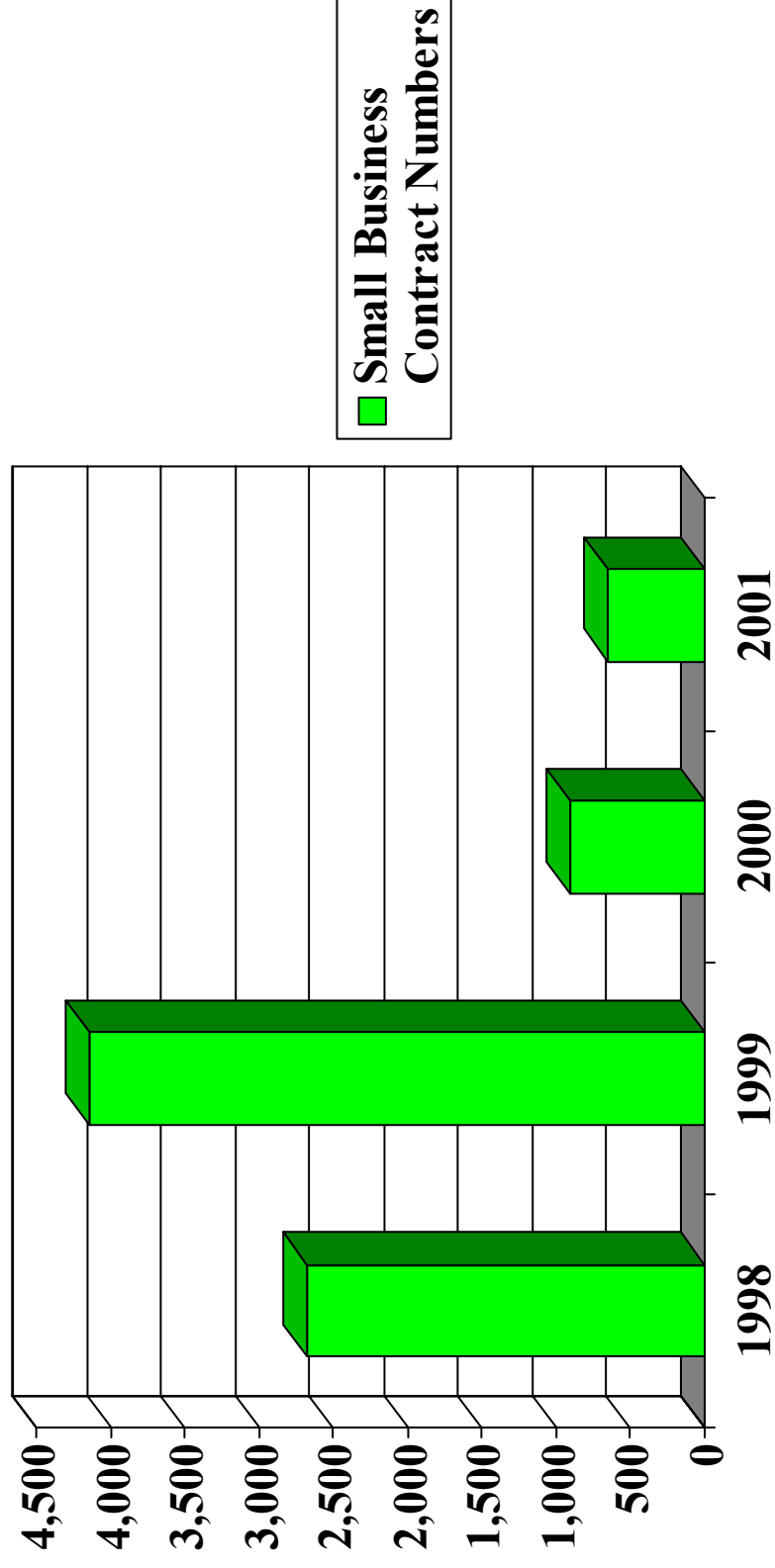
U.S. Department of Justice

Number of Contracts to Small Disadvantaged Businesses



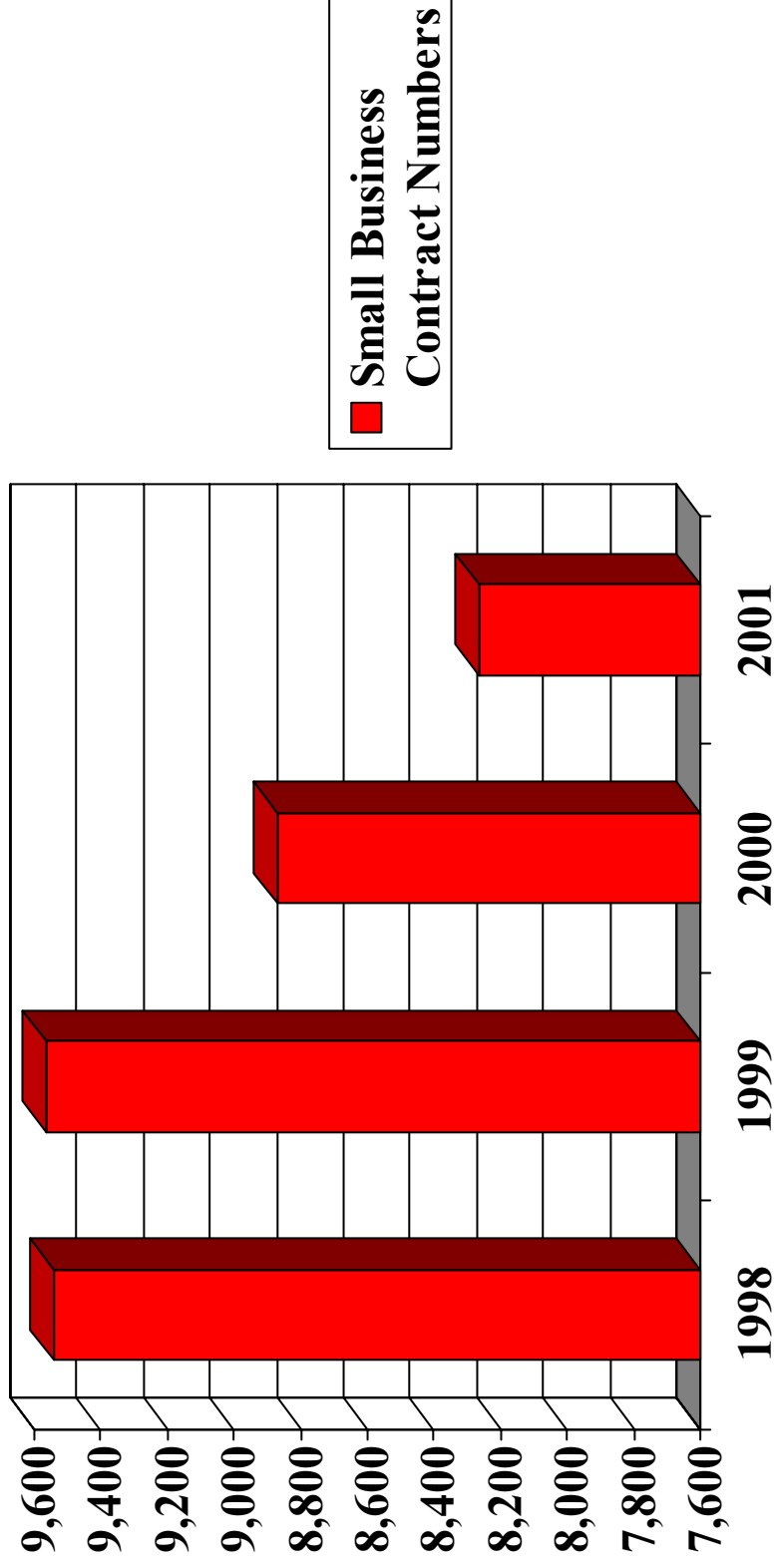
U.S. Department of Justice

Number of Contracts to 8(a) Firms



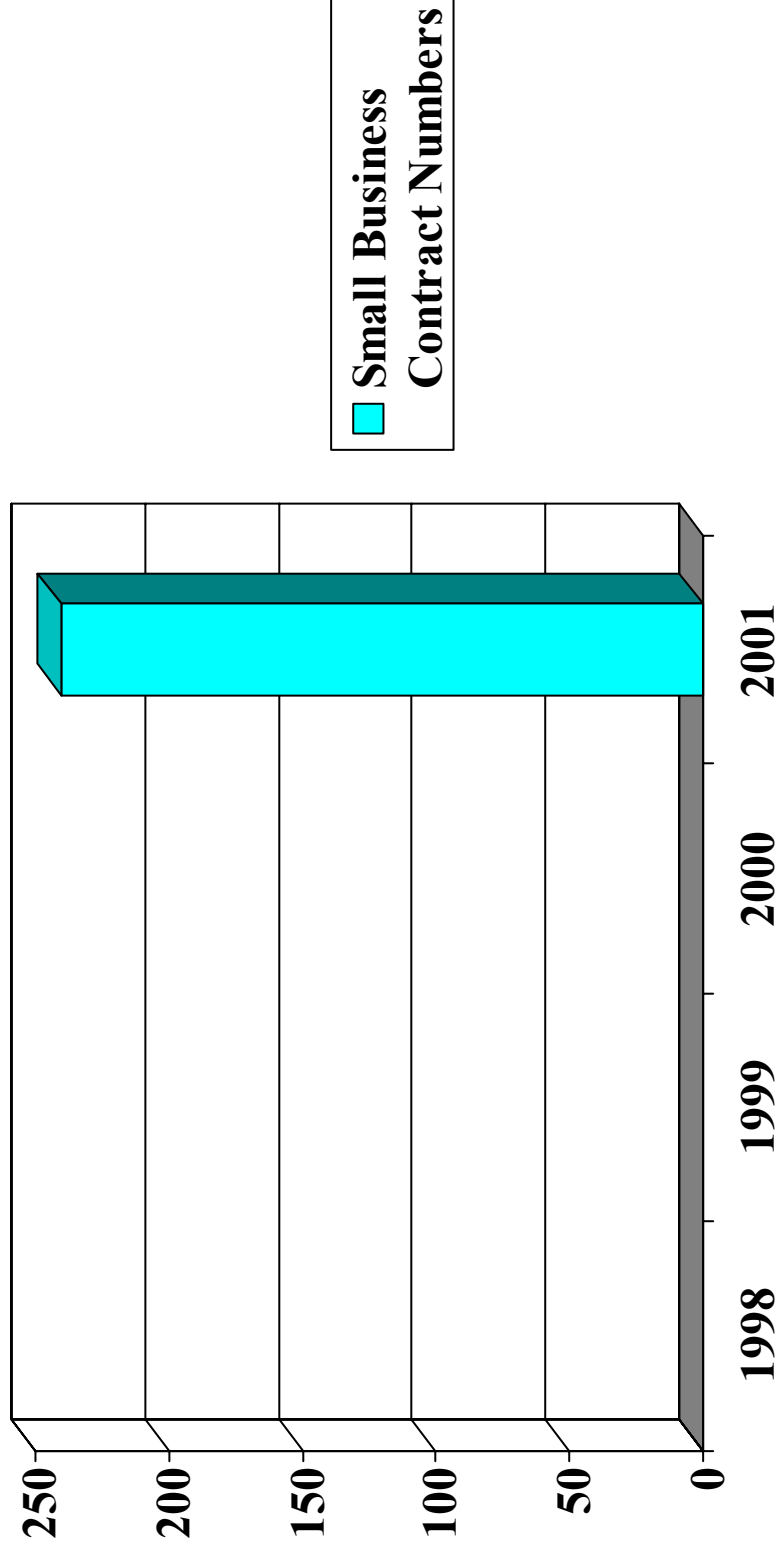
U.S. Department of Justice

Number of Contracts to Women-Owned Businesses



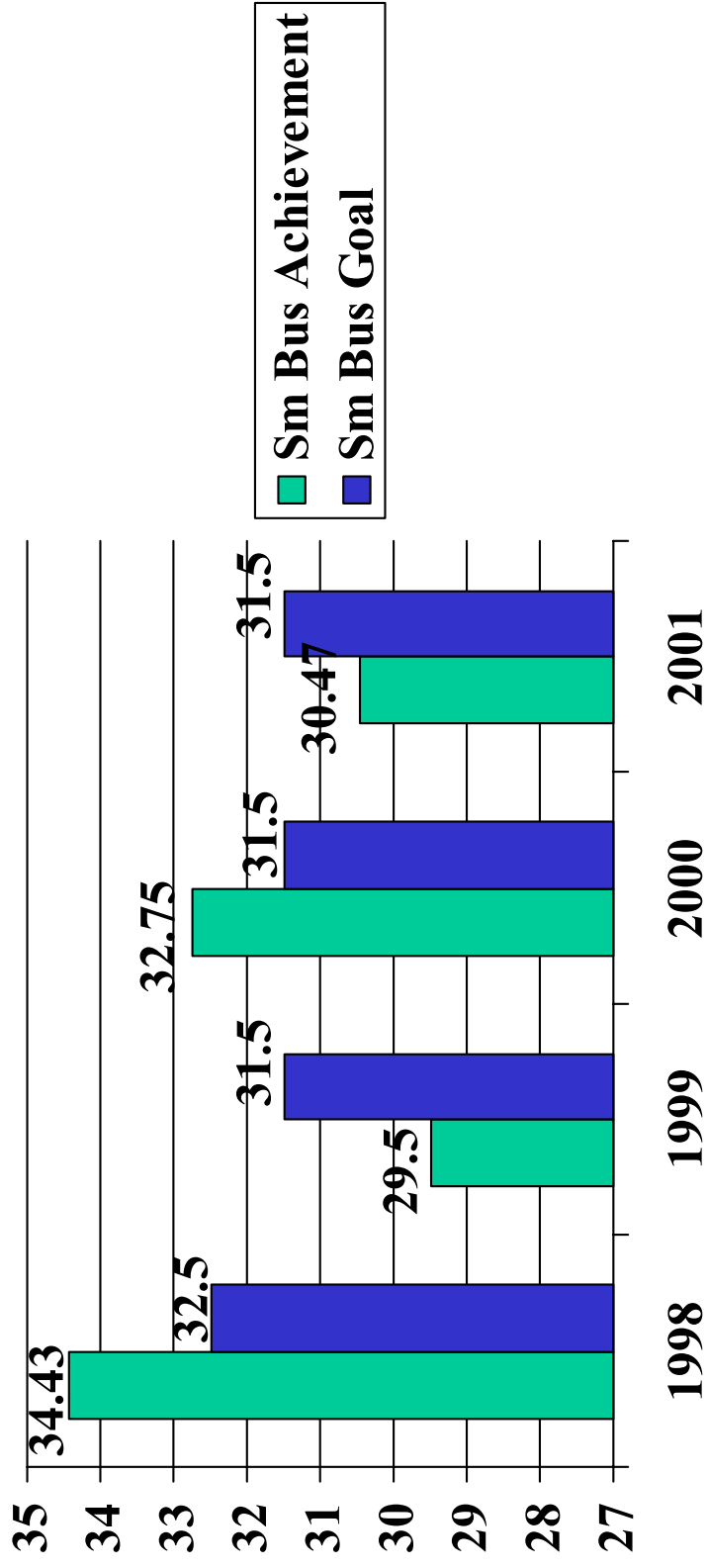
U.S. Department of Justice

Number of Contracts to HUBZone Businesses



Department of Justice

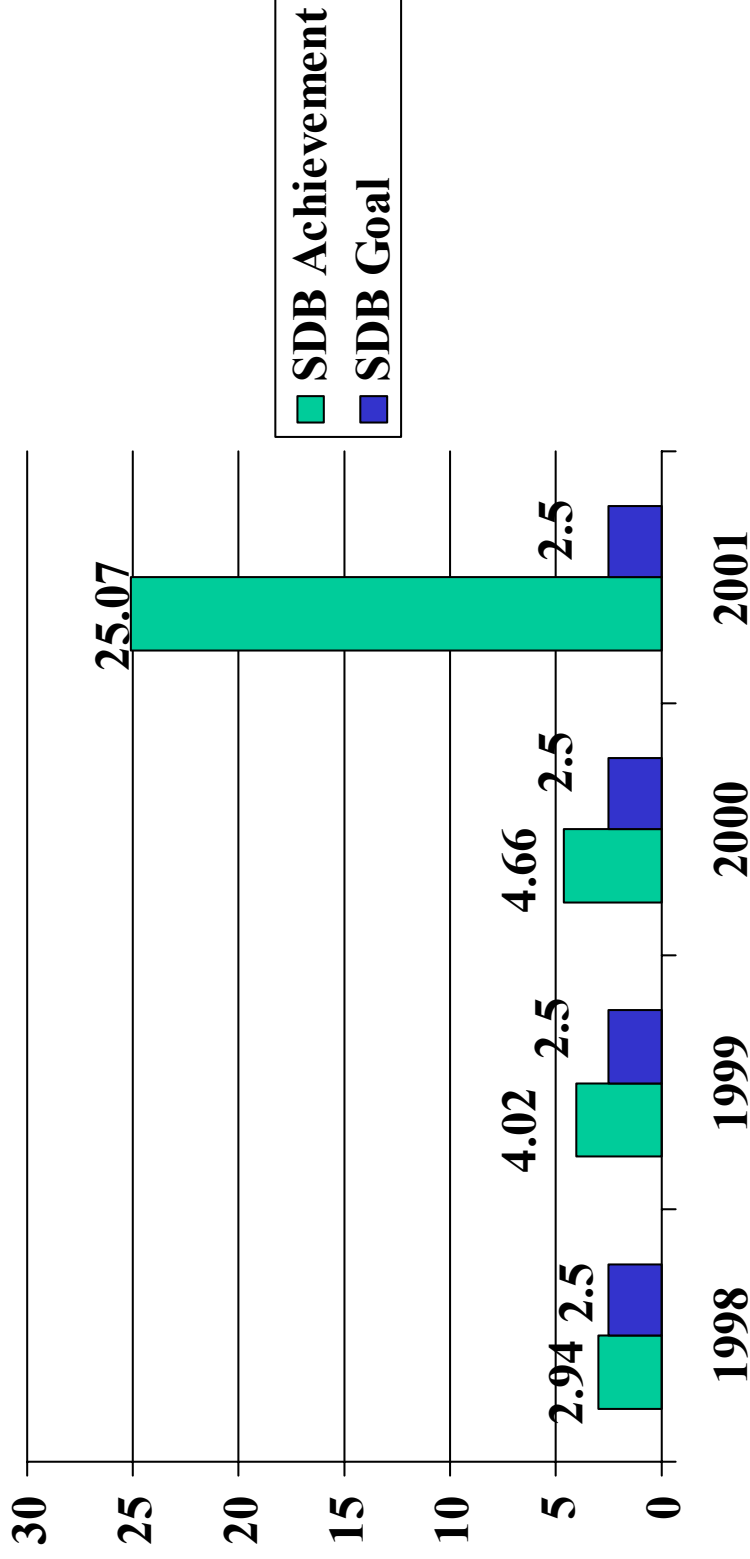
Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

Department of Justice

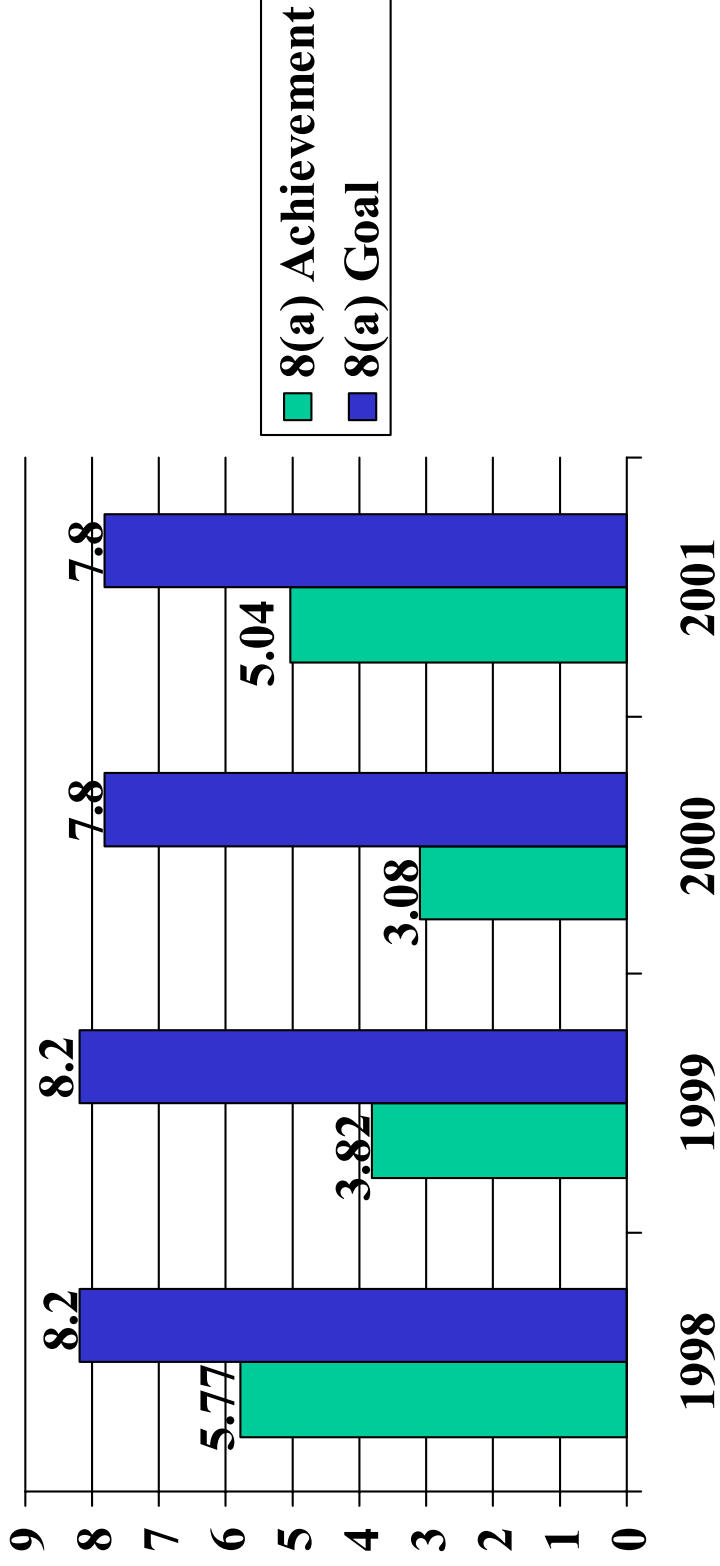
SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Department of Justice

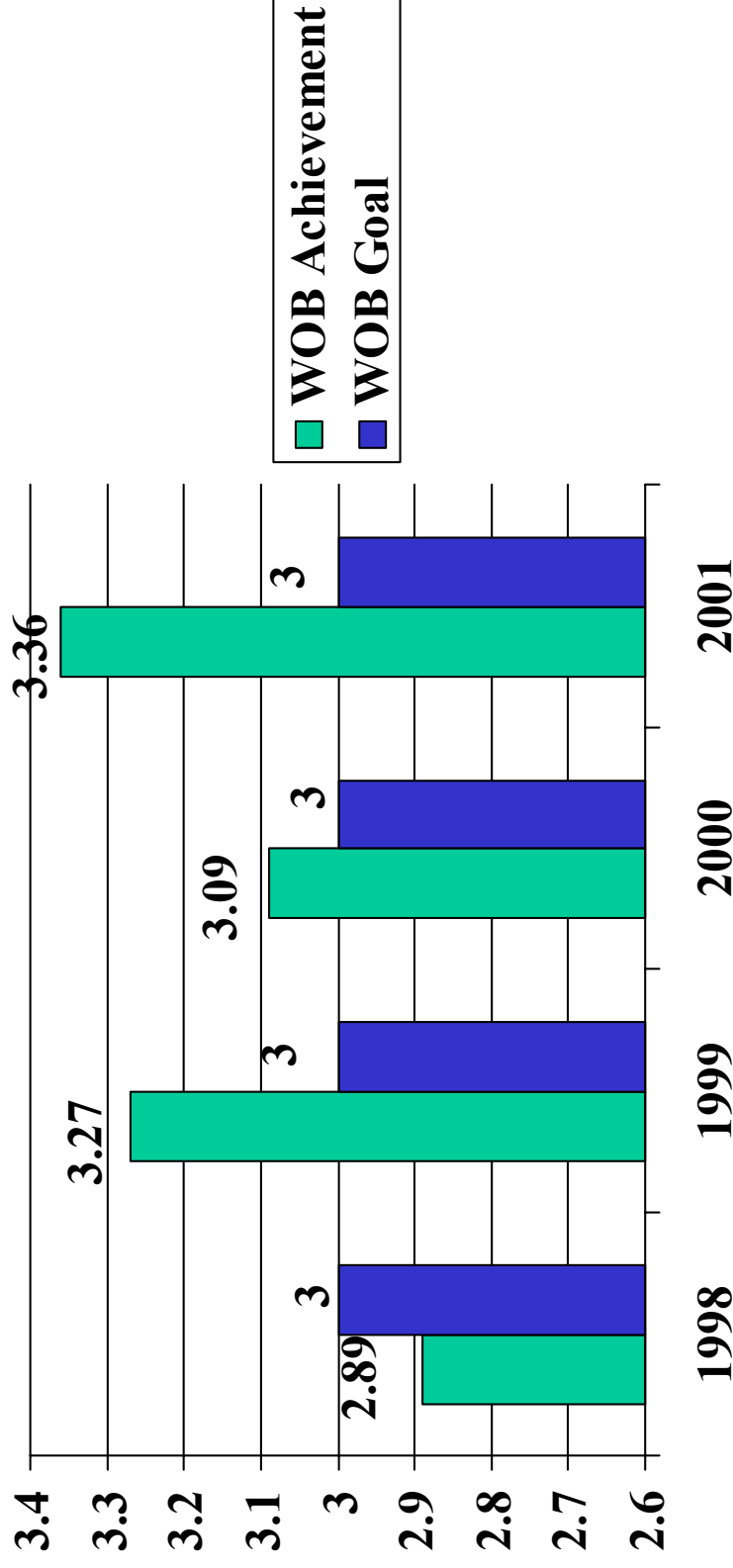
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Department of Justice

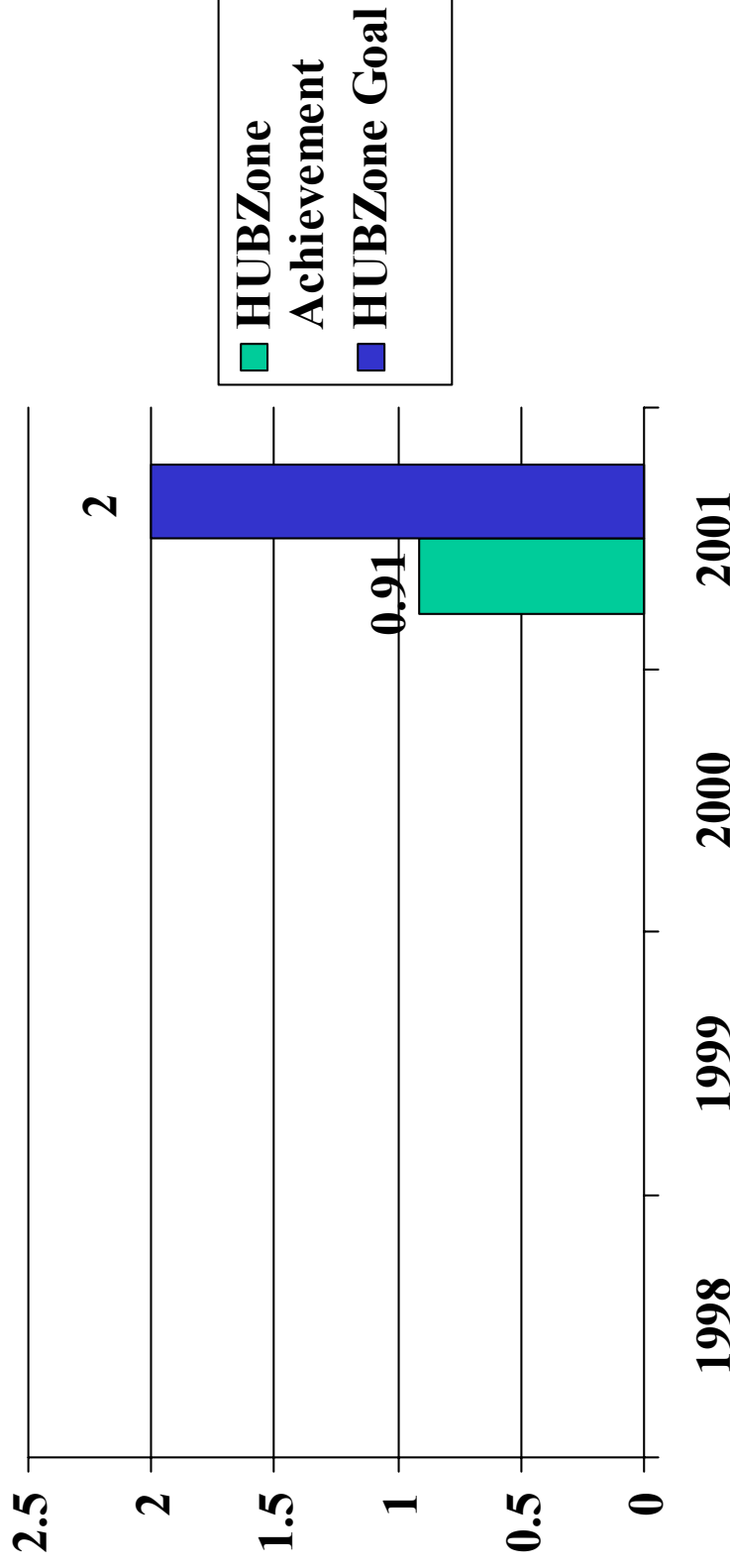
Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Department of Justice

HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

Department of Agriculture

Procurement Dollar Analysis

The Department of Agriculture (Agriculture) showed decreases in procurement activity from 1994 to 1997 as follows: 1994 - \$3.6 billion, 1995 - \$3 billion, 1996 - \$2.9 billion, and 1997 - \$2.7 billion. Activity increased in 1998 to nearly \$3 billion. In 1999, Agriculture showed an increase to \$3.532.2 billion. In 2000, Agriculture had a slight increase to \$3.532.9 billion. Figures for 2001 show an increase to \$3.8 billion.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by Agriculture decreased from 232,500 in 1998 to 222,374 in 1999. In 2000, Agriculture awarded 130,148 contracts to small businesses. In 2001, Agriculture awarded 92,358 contracts to small businesses. From 1998 to 1999, Agriculture's awards to small businesses decreased by over 60 percent.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses by Agriculture increased from 5,994 in 1997 to 6,006 in 1998. In 2000, Agriculture awarded 24,144 contracts to small disadvantaged businesses. In 2001, Agriculture awarded 3,101 contracts to small disadvantaged businesses. As this number is more in the range for previous years, Agriculture likely had an error in its 2000 data reporting.

8(a) Program

From 1998 to 2000, the number of contracts awarded to 8(a) firms by Agriculture increased from 1,387 in 1998 to 1,617 in 1999. In 2000, Agriculture awarded 1,599 contracts to 8(a) firms. In 2001, Agriculture awarded 1,772 contracts to 8(a) companies.

Women-Owned Business

From 1998 to 2000, the number of contracts awarded to women-owned businesses increased from 9,156 in 1998 to 10,273 in 1999. In 2000, Agriculture awarded 7,699 contracts to women-owned businesses. Agriculture awarded 6,305 contracts to women-owned businesses in 2001 – a decrease of over 30 percent since 1998.

HUBZone Small Business Concerns

In 2001, Agriculture awarded 539 contracts to HUBZone companies.

Goal Achievement

Small Business Goal

Agriculture achieved its small business goal in 1998, but did not achieve its goal in 1999 or 2000. Based on figures for 2001, Agriculture exceeded its small business goal. Agriculture achieved 49.5 percent. Agriculture's goal was 43 percent. Because Agriculture exceeded its goal, the grade will be an "A." The small business goal for Agriculture in fiscal year 2002 is 43 percent.

Small Disadvantaged Business Goal

Agriculture has not achieved its small disadvantaged business goal from 1998 through 2000. Based on 2001 figures, Agriculture again did not meet its goal. Agriculture achieved 4.77 percent of its 5 percent goal. As Agriculture achieved 95.4 percent of its goal, the grade will be an "A." The small disadvantaged goal for Agriculture in fiscal year 2002 is 10 percent.

8(a) Program Goal

Agriculture has not achieved its 8(a) Program goal from 1998 through 2000. Based on figures for 2001, Agriculture did not achieve its goal. Agriculture achieved 3.84 percent of its 5 percent goal. As Agriculture achieved 76.8 percent of its goal, the grade will be a "C." The 8(a) Program goal for Agriculture in fiscal year 2002 is 5 percent.

Women-Owned Business Goal

Agriculture did not achieve its women-owned business goal from 1998 through 2000. Based on figures for 2001, Agriculture did not achieve its goal. Agriculture achieved 3.9 percent. Agriculture's goal was 5 percent. As Agriculture achieved 78 percent of its goal, the grade will be a "C." Agriculture has a women-owned business goal for fiscal year 2001 of 5 percent.

HUBZone Small Business Concern Goal

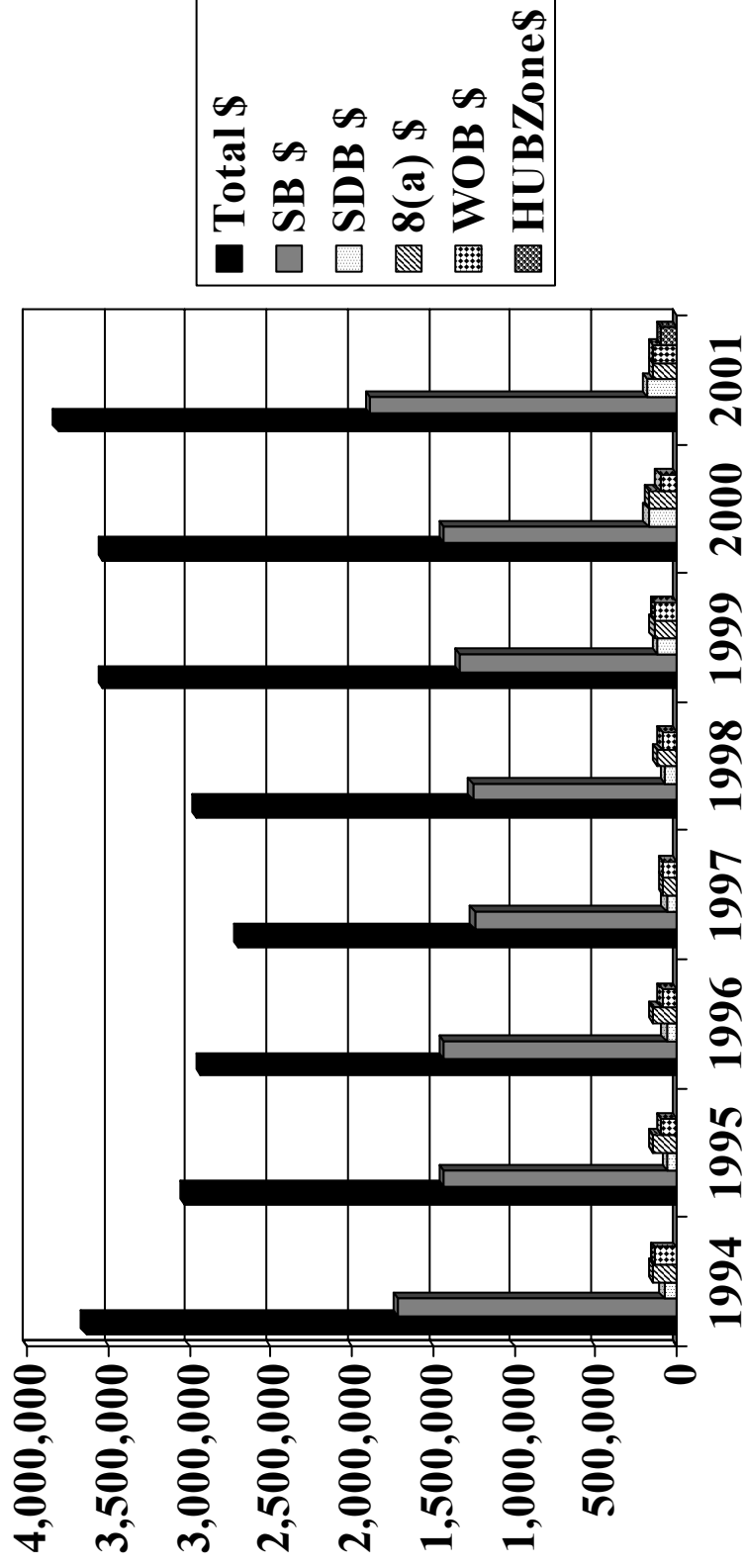
Agriculture exceeded its HUBZone goal in 2001. Agriculture achieved 2.46 percent. Agriculture's goal was 2 percent. As Agriculture exceeded its goal, the grade will be an "A." The HUBZone goal for 2002 is 2.5 percent.

Overall Grade

Small Business Goal	A 4 points
Small Disadvantaged Business Goal	A 4 points
8(a) Program Goal	C 2 points
Women-Owned Business Goal	C 2 points
HUBZone Goal	A 4 points
Average Grade	B- 3.2 points

With an “A” in the Small Business Goal, an “A” in the Small Disadvantaged Business Goal, a “C” in the 8(a) Program goal, a “C” in the Women-Owned Business Goal, and an “A” in the HUBZone Goal, with all categories weighed equally, the U.S. Department of Agriculture has an overall point total of 3.2 points, for a grade of “B-.”

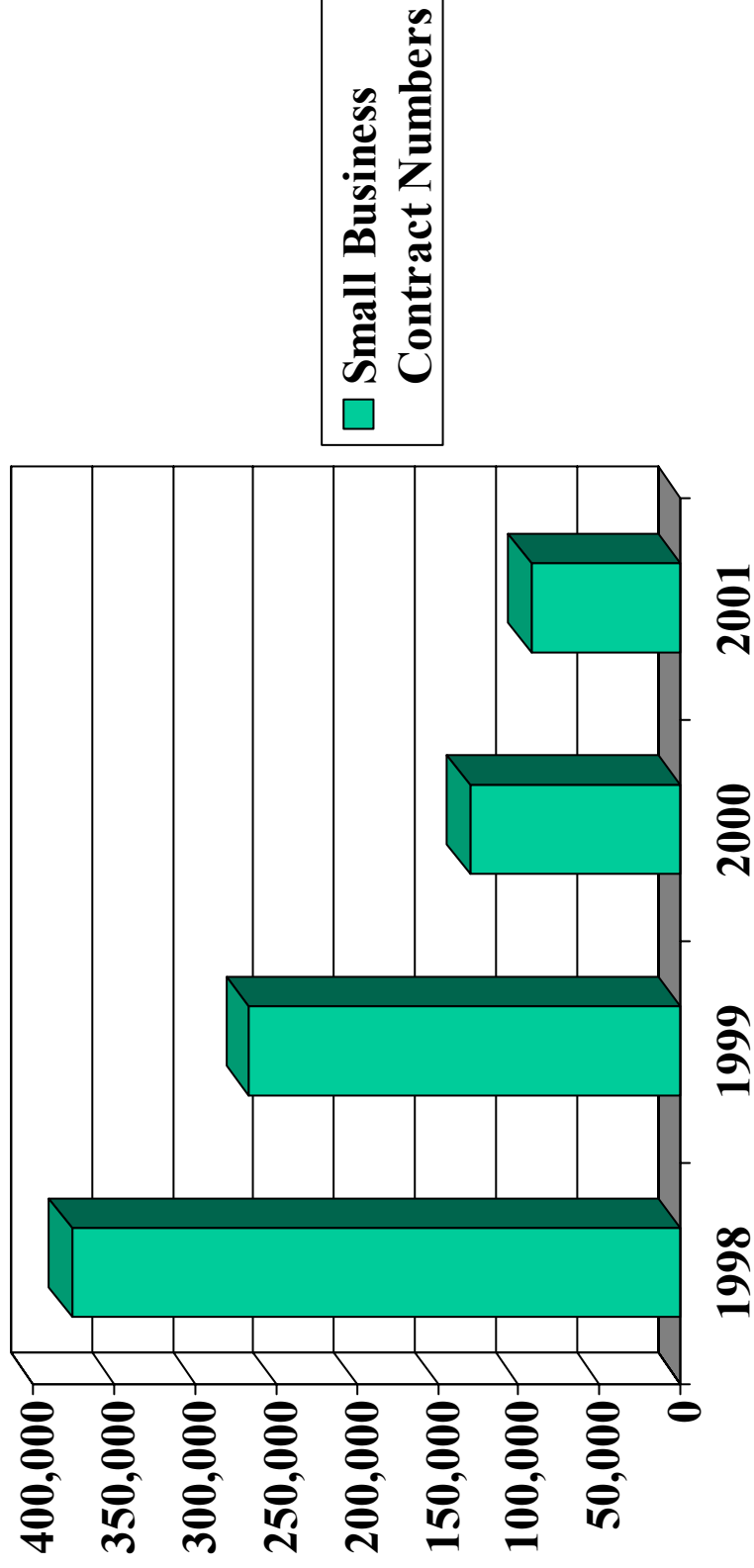
Department of Agriculture Procurement Dollars



Dollars are expressed in millions.

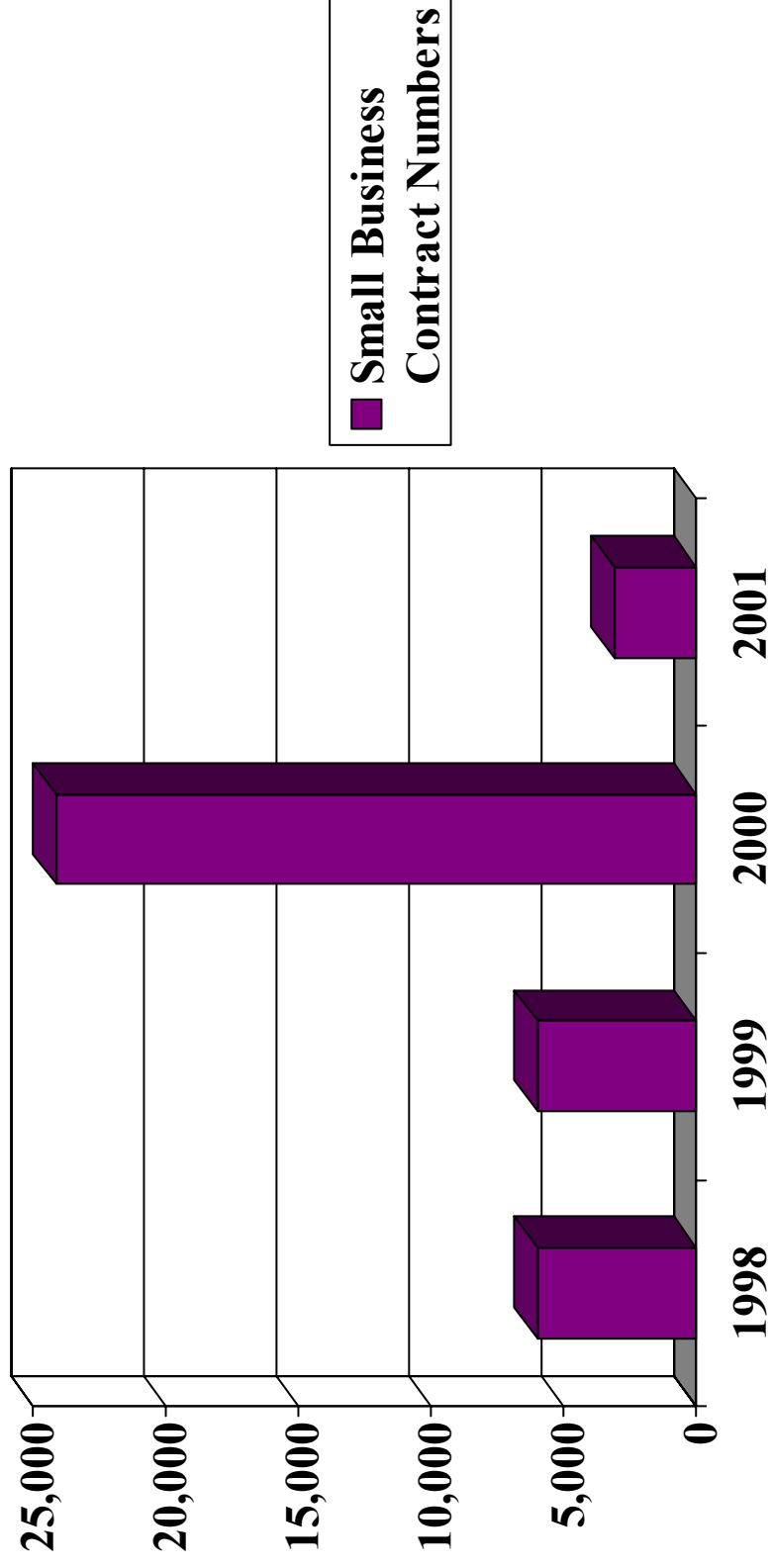
U.S. Department of Agriculture

Number of Contracts to Small Businesses



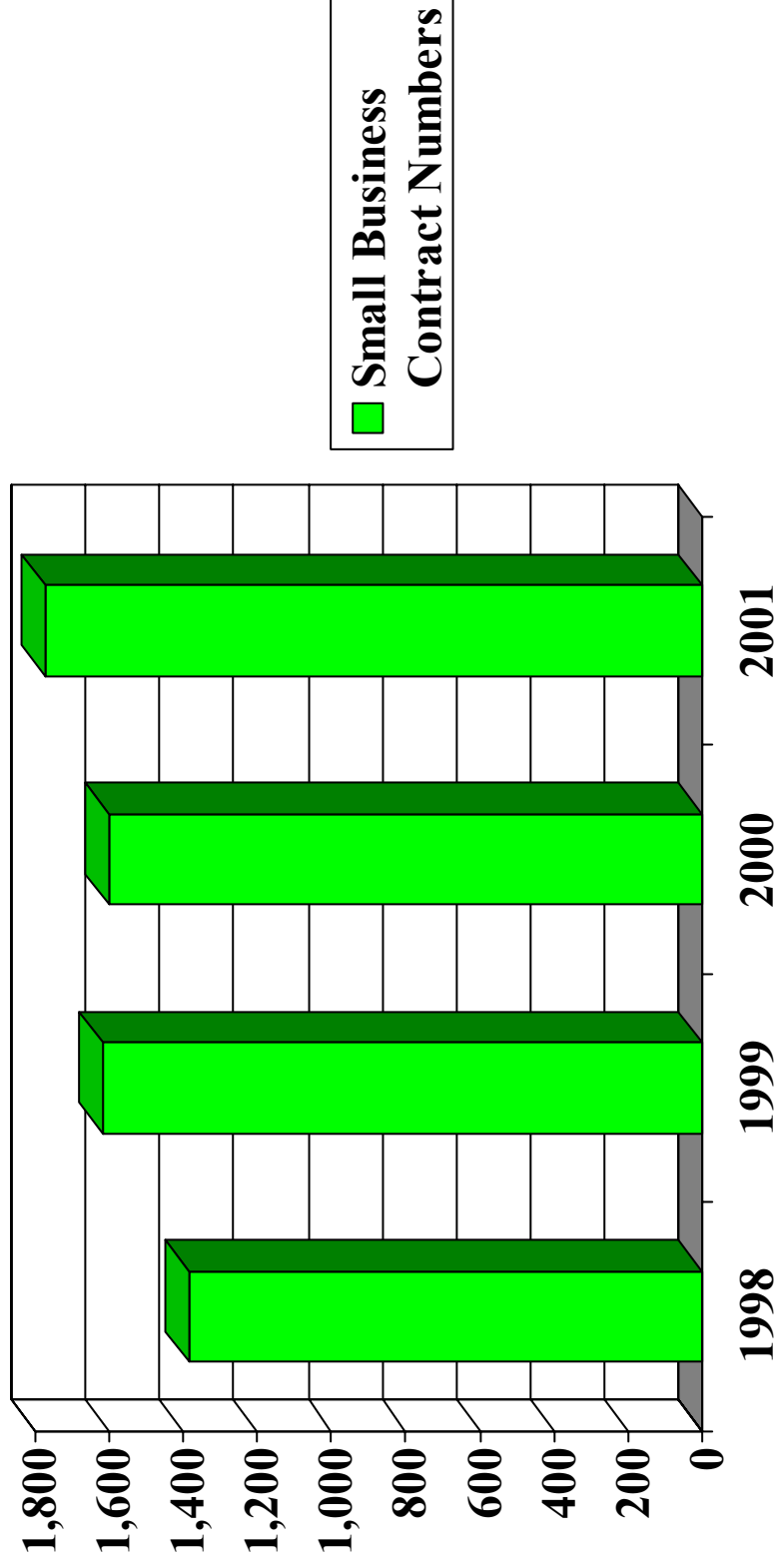
U.S. Department of Agriculture

Number of Contracts to Small Disadvantaged Businesses



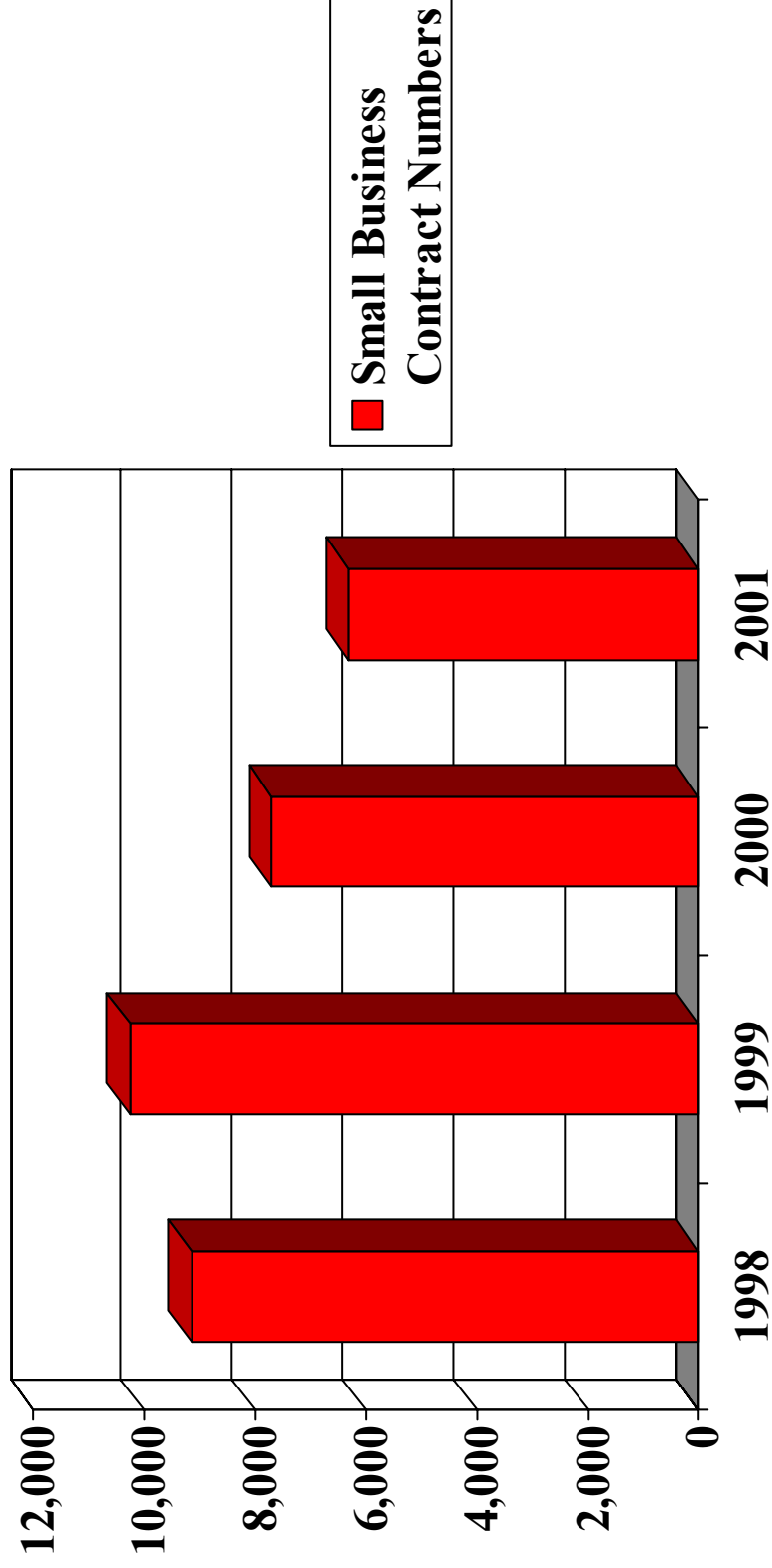
U.S. Department of Agriculture

Number of Contracts to 8(a) Firms



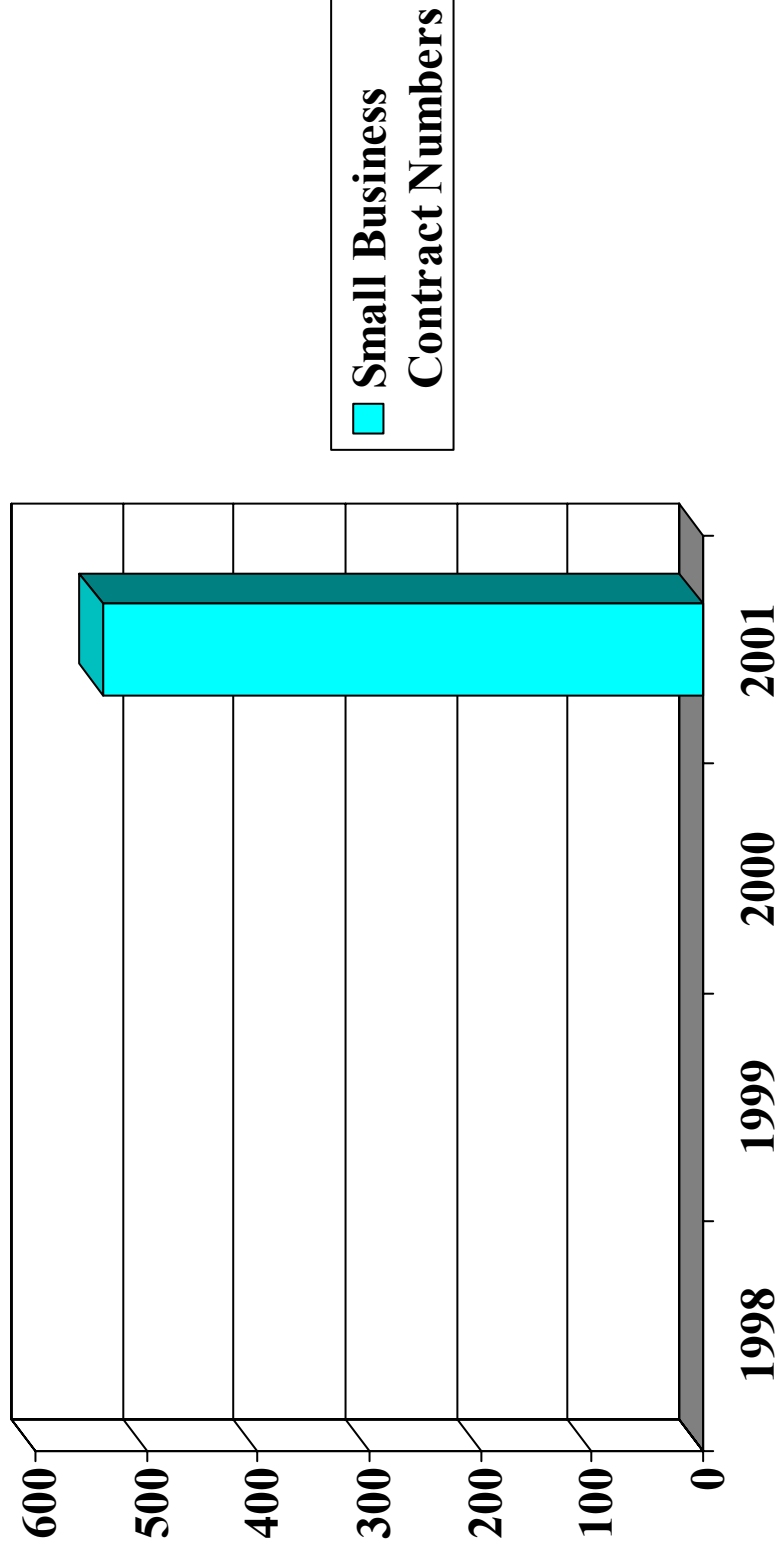
U.S. Department of Agriculture

Number of Contracts to Women-Owned Businesses



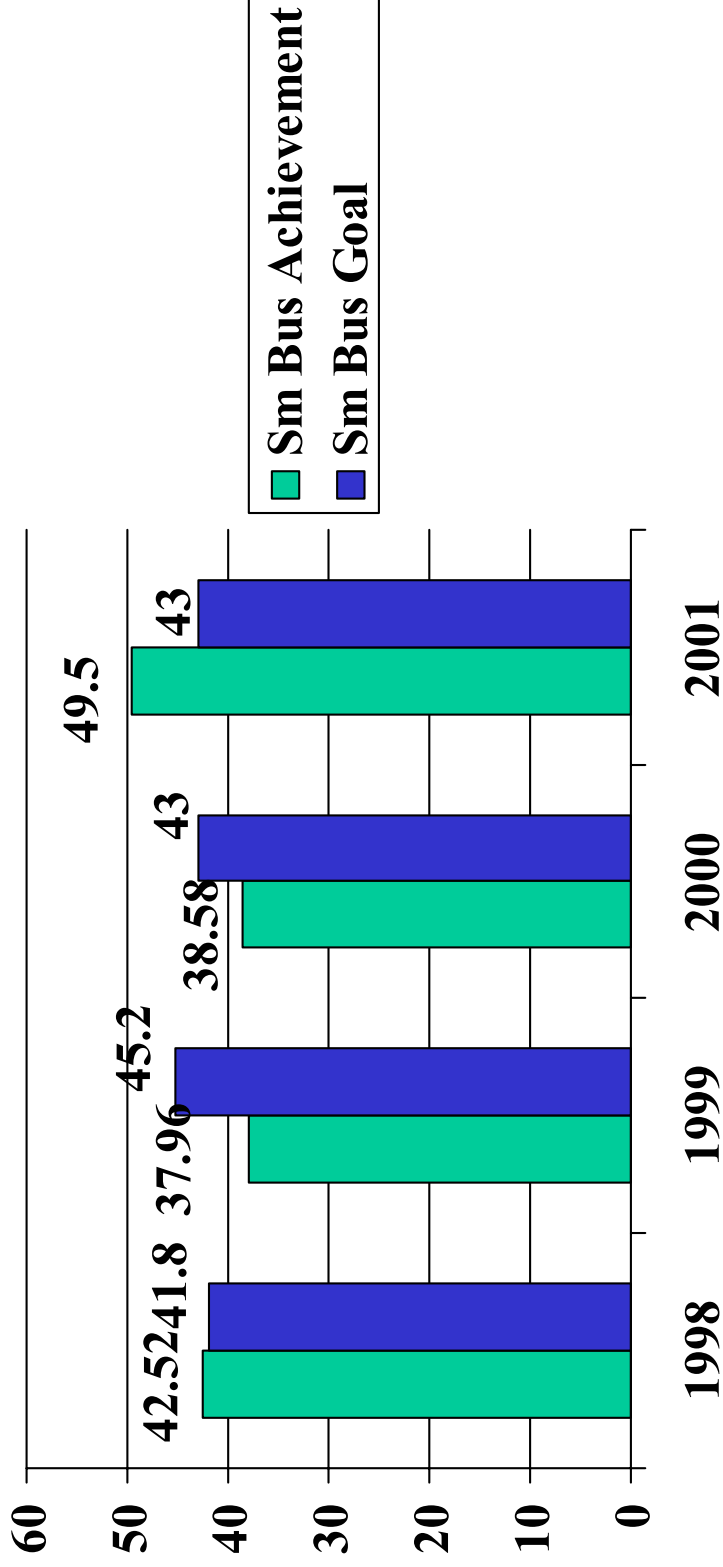
U.S. Department of Agriculture

Number of Contracts to HUBZone Businesses



Department of Agriculture

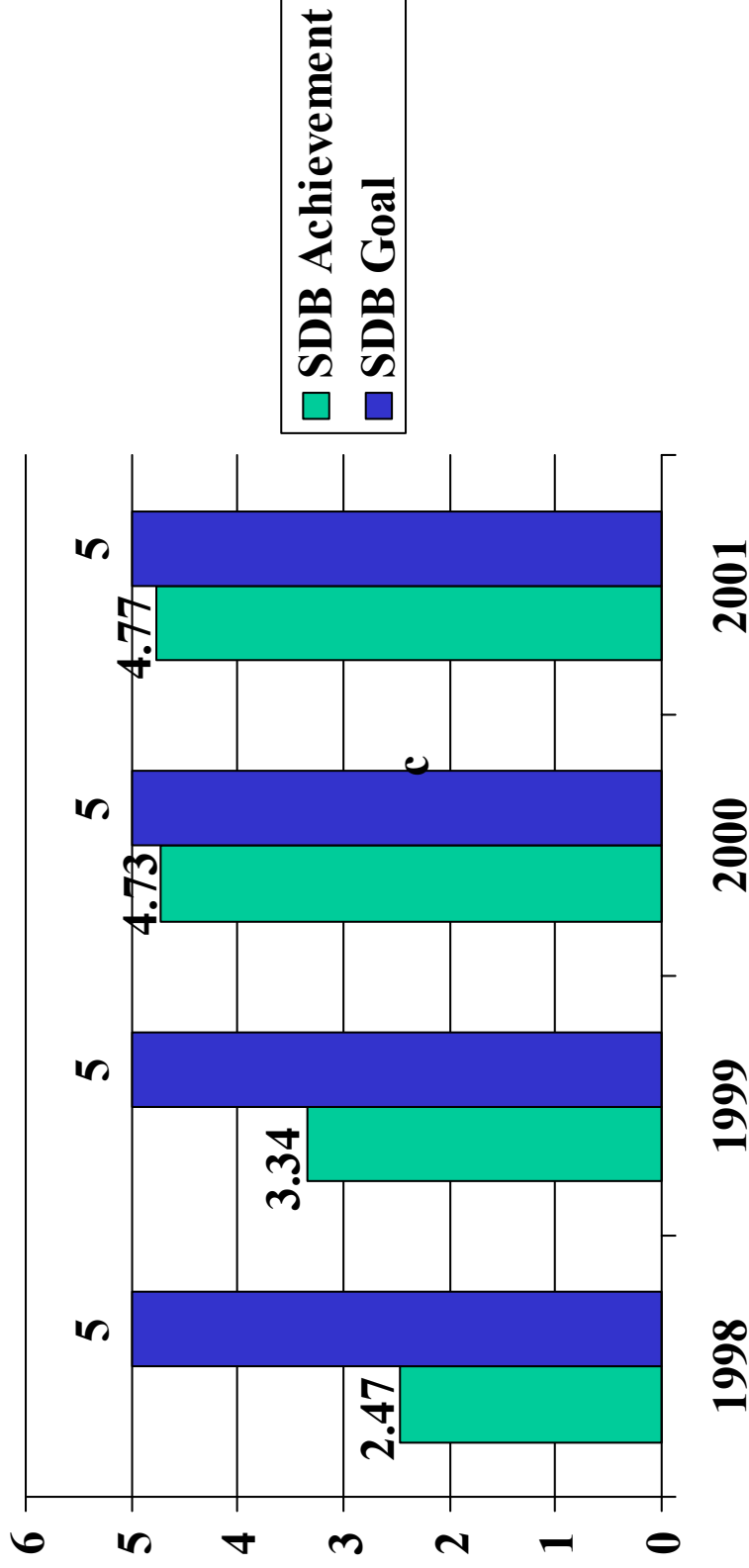
Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

Department of Agriculture

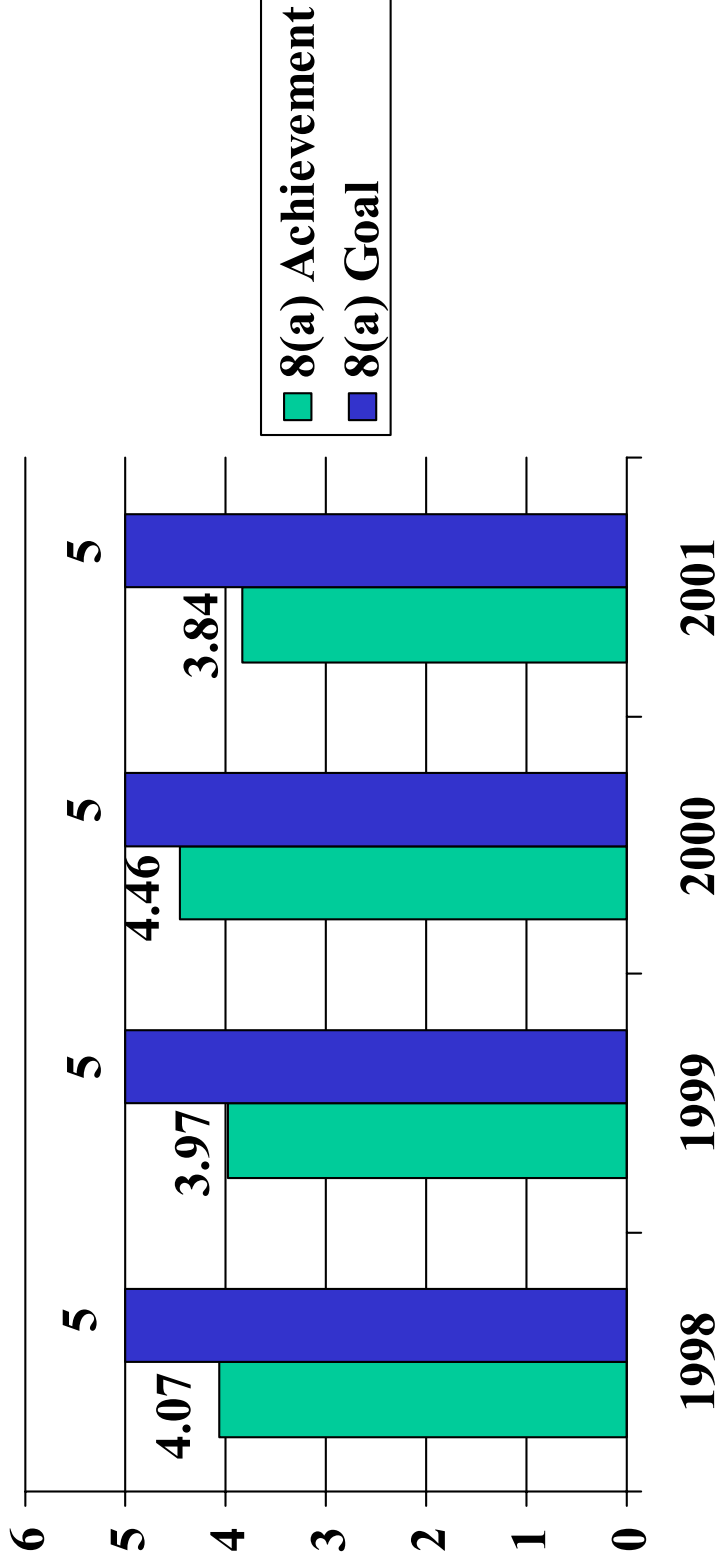
SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Department of Agriculture

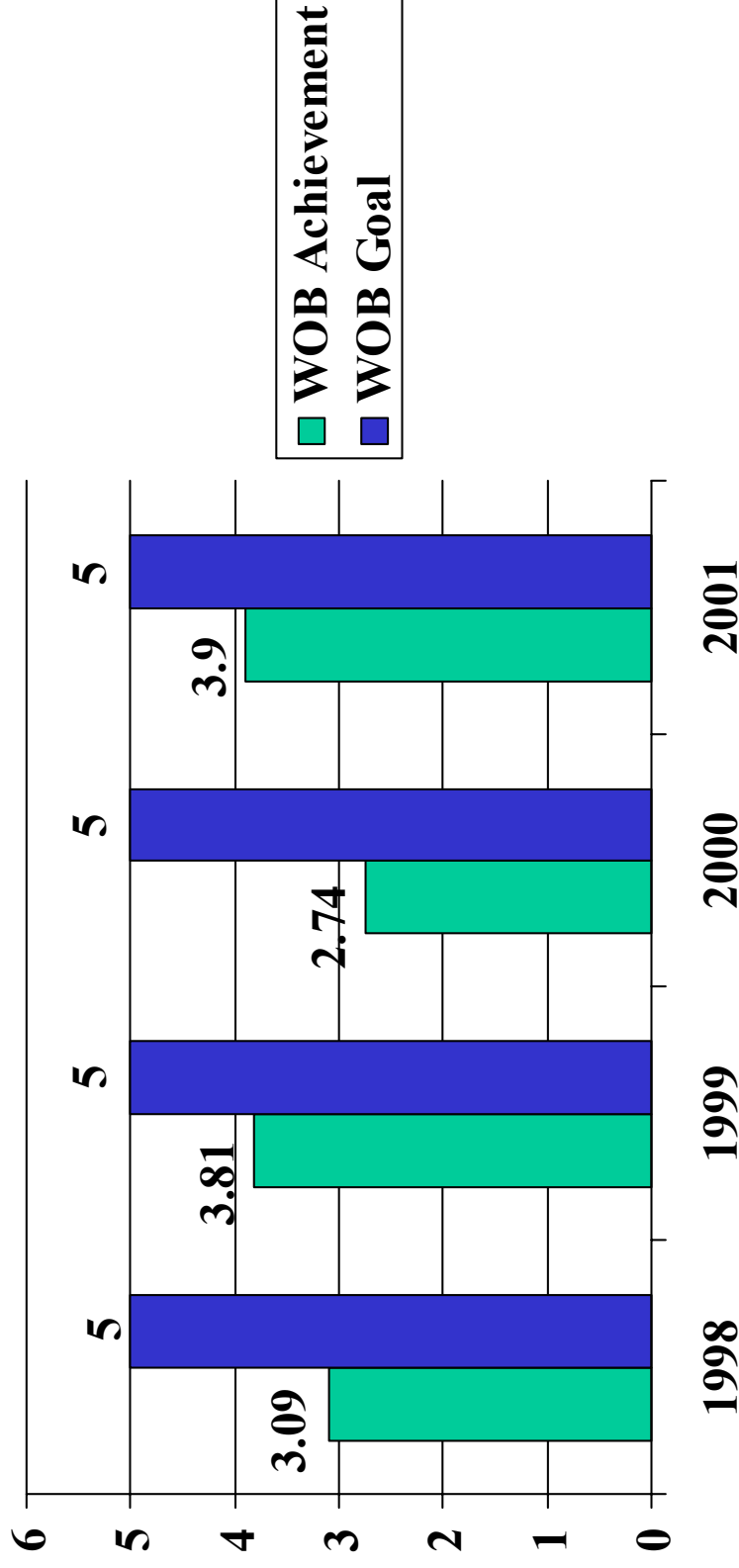
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Department of Agriculture

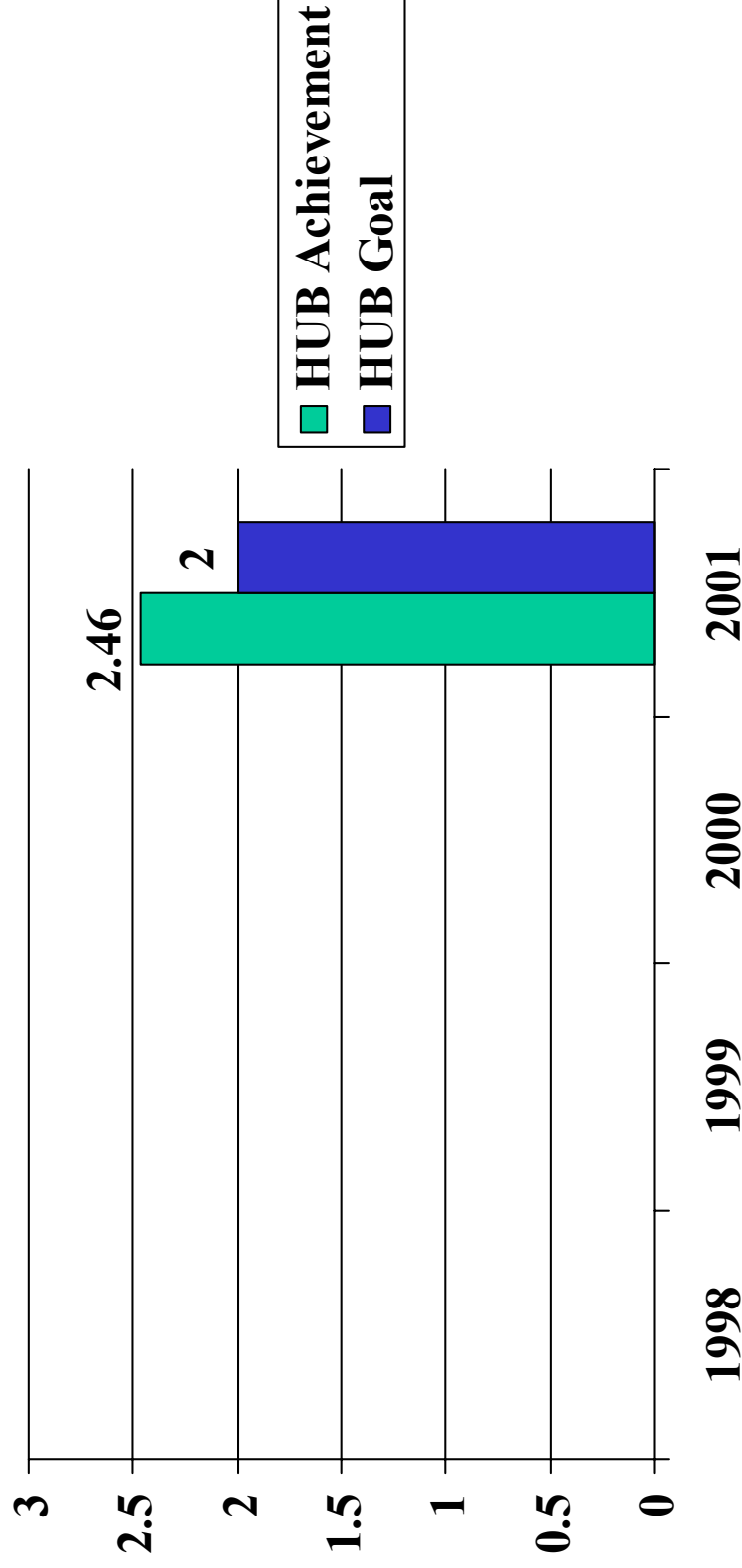
Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Department of Agriculture

HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZoneSmall Business Concerns relative to total procurements for the respective years.

Department of Transportation

Procurement Dollar Analysis

The Department of Transportation (Transportation) had a decrease in procurement activity from 1994 to 1997 as follows: 1994 - \$2.2 billion, 1995 - \$2.13 billion, 1996 - \$2.1 billion, and 1997 - \$1.8 billion. There was an increase in 1998 to \$1.9 billion. In 1999, Transportation showed a decrease to \$1.8 billion. Figures for 2000 show that Transportation had an increase to nearly \$1.9 billion. In 2001, Transportation's procurement volume increased to \$2.5 billion.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by Transportation has decreased from 68,673 in 1998 to 44,734 in 1999. In 2000, Transportation awarded 31,495 contracts to small businesses. In 2001, Transportation awarded 33,091 contracts to small businesses.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses by Transportation has decreased from 2,537 in 1998 to 1,482 in 1999. In 2000, Transportation awarded 886 contracts to small disadvantaged businesses. In 2001, Transportation awarded 1,163 contracts to small disadvantaged businesses.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms by Transportation decreased from 2,287 in 1998 to 1,755 in 1999. In 2000, Transportation awarded 1,718 contracts to 8(a) firms. In 2001, Transportation awarded 1,803 contracts to 8(a) companies.

Women-Owned Business

From 1998 to 2000, the number of contracts awarded to women-owned businesses by Transportation decreased from 3,590 in 1998 to 1,646 in 1999. In 2000, Transportation awarded 1,419 contracts to women-owned businesses. In 2001, Transportation awarded 1,616 contracts to women-owned businesses.

HUBZone Small Business Concerns

In 2001, Transportation awarded 253 contracts to HUBZone companies.

Goal Achievement

Small Business Goal

Transportation exceeded its goal for doing business with small businesses from 1997 through 2000. Based on figures for 2001, Transportation again exceeded its small business goal. Transportation achieved 54.62 percent. Transportation=s goal was 32 percent. Normally the grade would be an “A.”

	1998	1999	2000	2001
SB Goal	30.5	30.5	32	32
SB Achievement	55.38	58.08	53.45	54.62

Based on the first three years of this study, the average achievement was 55.64 percent. The average goal over the same period was 31 percent. Therefore, the letter grade would normally be dropped to a “B.” However, as Transportation has set an unreasonably low goal for the past two years, Transportation will be further downgraded to a “C.” Transportation has a small business goal for fiscal year 2002 of 50 percent.

Small Disadvantaged Business Goal

Transportation exceeded its goal for doing business with small disadvantaged businesses from 1998 through 2000. Based on figures for 2001, Transportation again exceeded its small disadvantaged business goal. Transportation achieved 5.34 percent. Transportation=s goal was 3 percent. Normally the grade would be an “A.” As the SDB goal of 3 percent is lower than the mandated goal of 5 percent, the letter grade would normally be dropped to a “B.” However, as Transportation has set a goal below the statutory goal for the past two years, Transportation will be further downgraded to a “C.” For fiscal year 2002, Transportation has a small disadvantaged business goal of 9.52 percent.

8(a) Program Goal

Transportation exceeded its 8(a) Program goal from 1998 through 2000. Based on figures for 2001, Transportation did not achieve its 8(a) Program goal. Transportation achieved 10.89 percent. Transportation=s goal was 11.5 percent. As Transportation=s achieved 94.7 percent of its goal, the grade will be an “A.” For fiscal year 2002, Transportation has an 8(a) Program goal of 4.76 percent.

Women-Owned Business Goal

Transportation has not achieved its women-owned business goal from 1998 through 2000. Based on figures for 2001, Transportation did not achieve its goal. Transportation achieved 3.83 percent. Transportation's goal was 5 percent. As Transportation achieved 76.6 percent of its goal, the grade will be a "C." Transportation has a women-owned business goal for fiscal year 2002 of 5 percent.

HUBZone Small Business Concern Goal

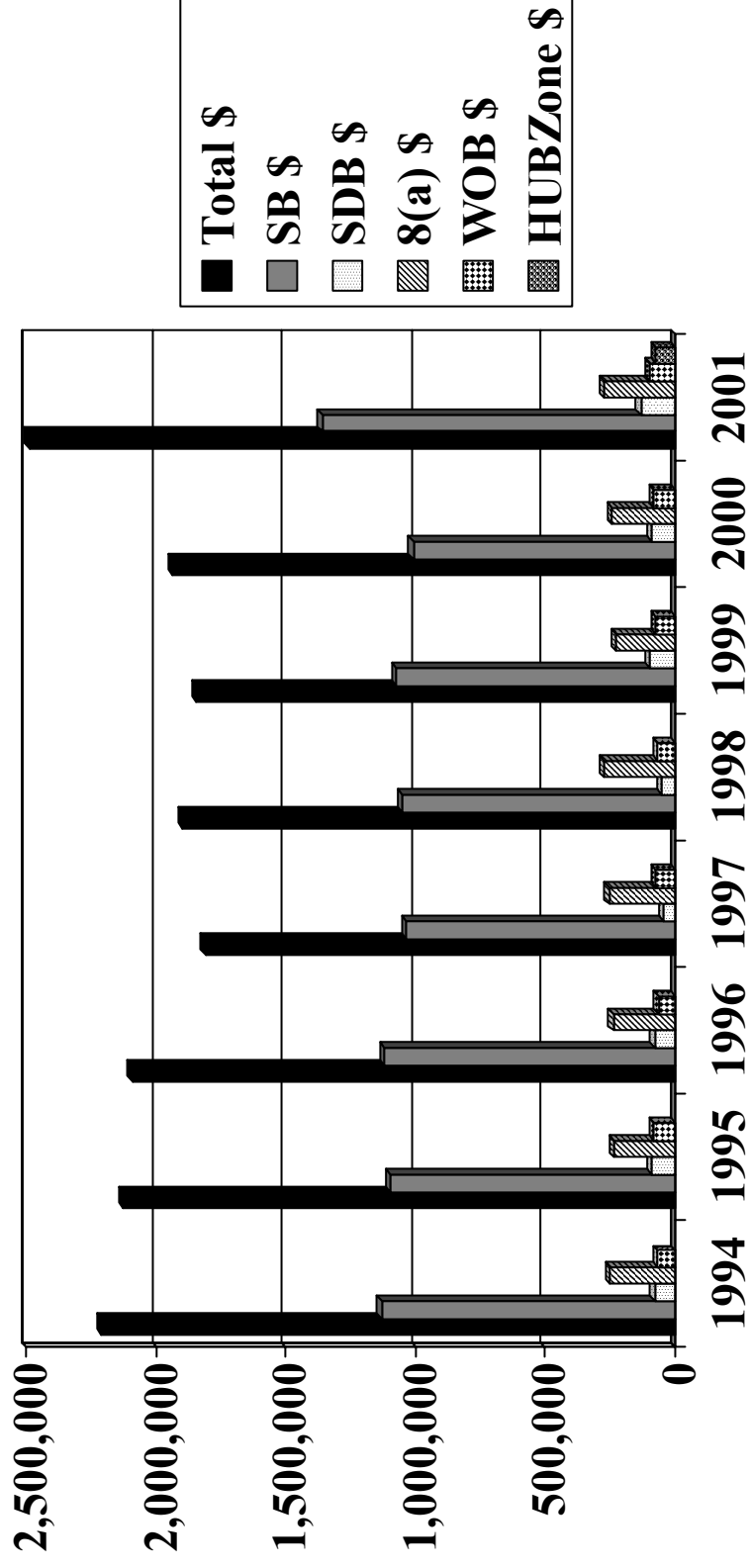
Transportation exceeded its HUBZone goal in 2001. Transportation achieved 3.12 percent. Transportation's goal was 2 percent. As Transportation exceeded its goal, the grade will be an "A." Transportation has a HUBZone business goal of 2.5 percent for fiscal year 2002.

Overall Grade

Small Business Goal	C 2 points
Small Disadvantaged Business Goal	C 2 points
8(a) Program Goal	A 4 points
Women-Owned Business Goal	C 2 points
HUBZone Goal	A 4 points
Average Grade	C 2.8 points

With a "C" in the Small Business Goal, a "C" in the Small Disadvantaged Business Goal, an "A" in the 8(a) Program goal, a "C" in the Women-Owned Business Goal, and an "A" in the HUBZone Goal, with all categories weighed equally, the Department of Transportation has an overall point total of 2.8 points, for a grade of "C."

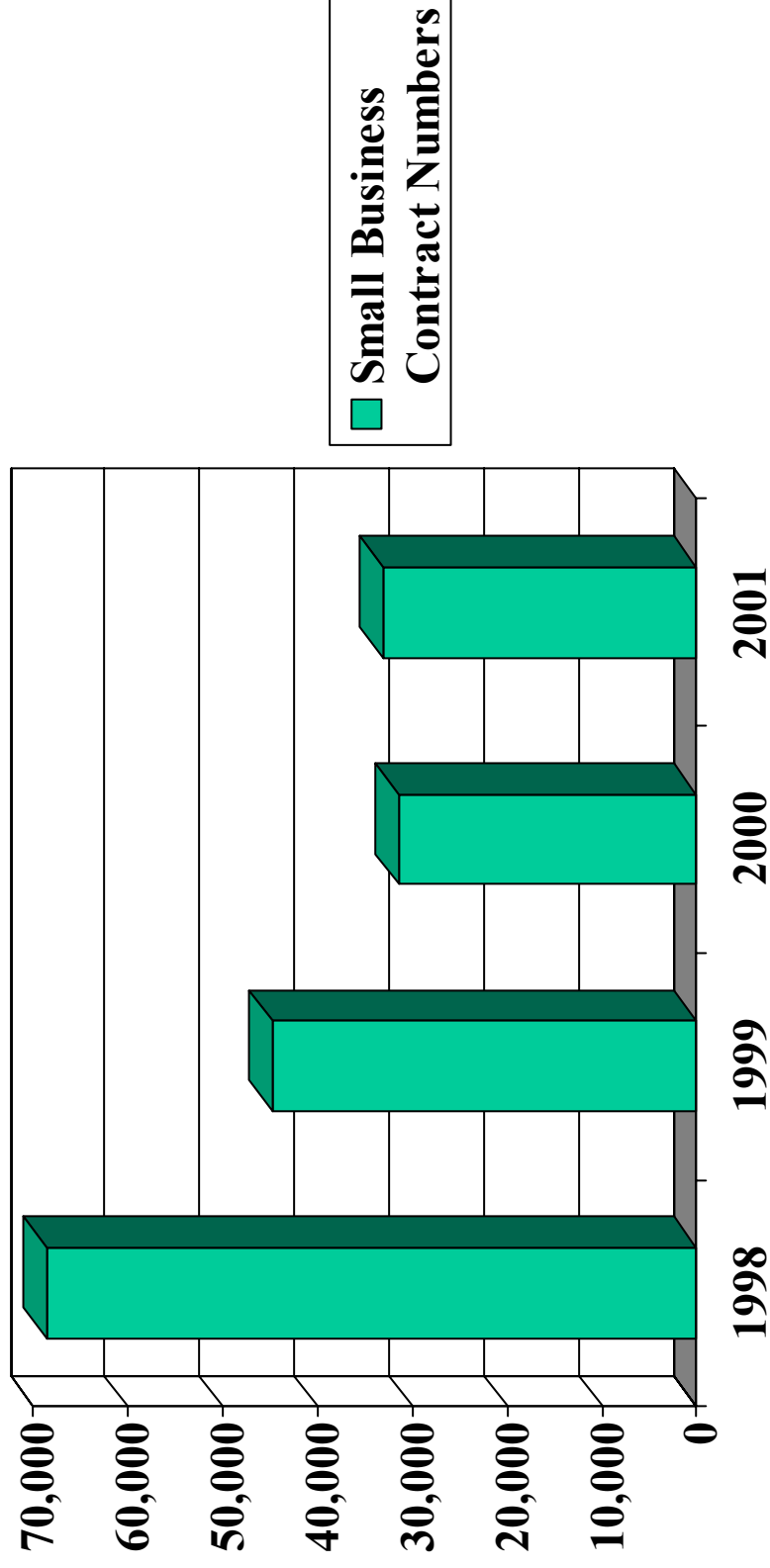
Department of Transportation Procurement Dollars



Dollars are expressed in millions.

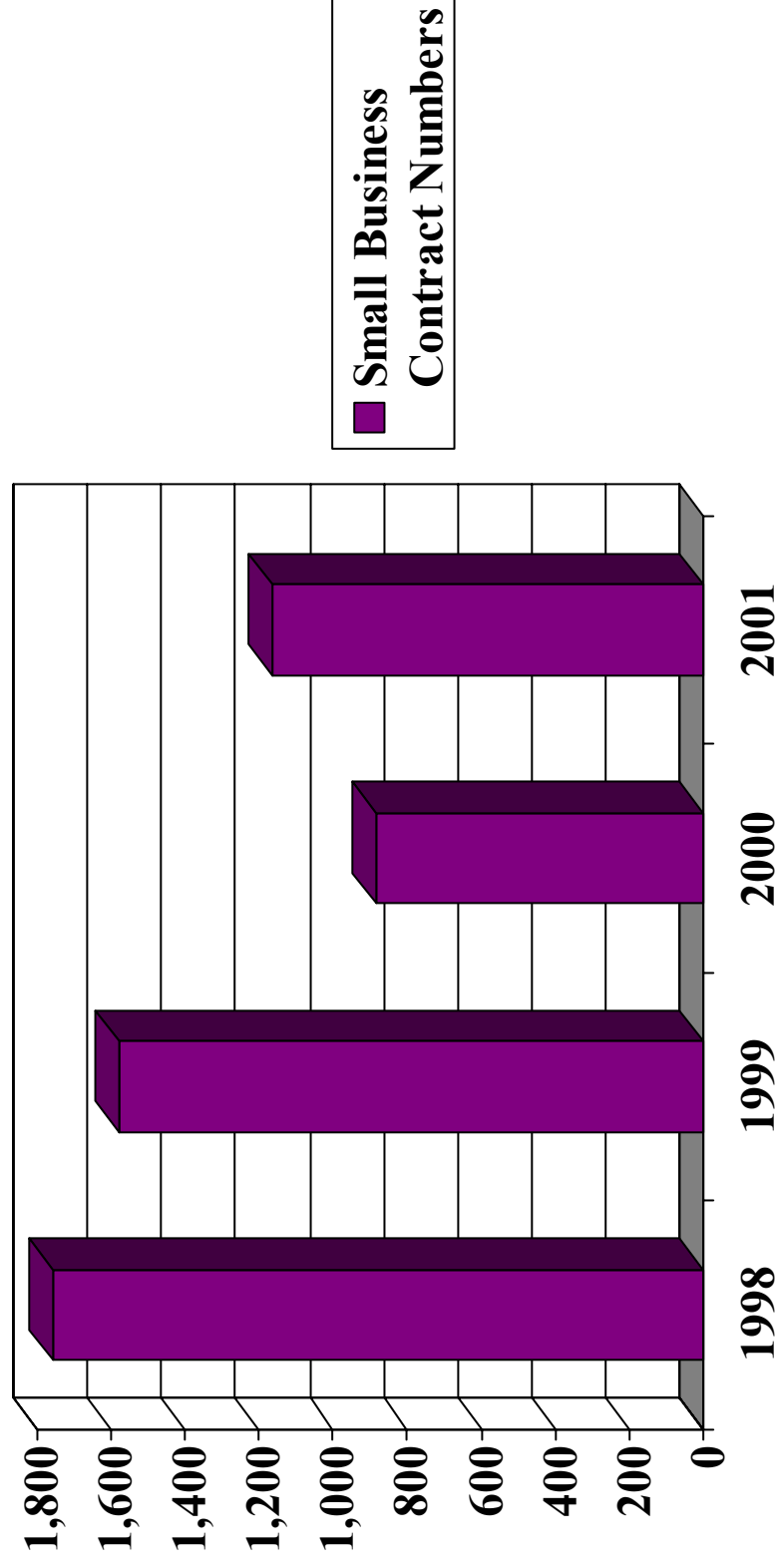
U.S. Department of Transportation

Number of Contracts to Small Businesses



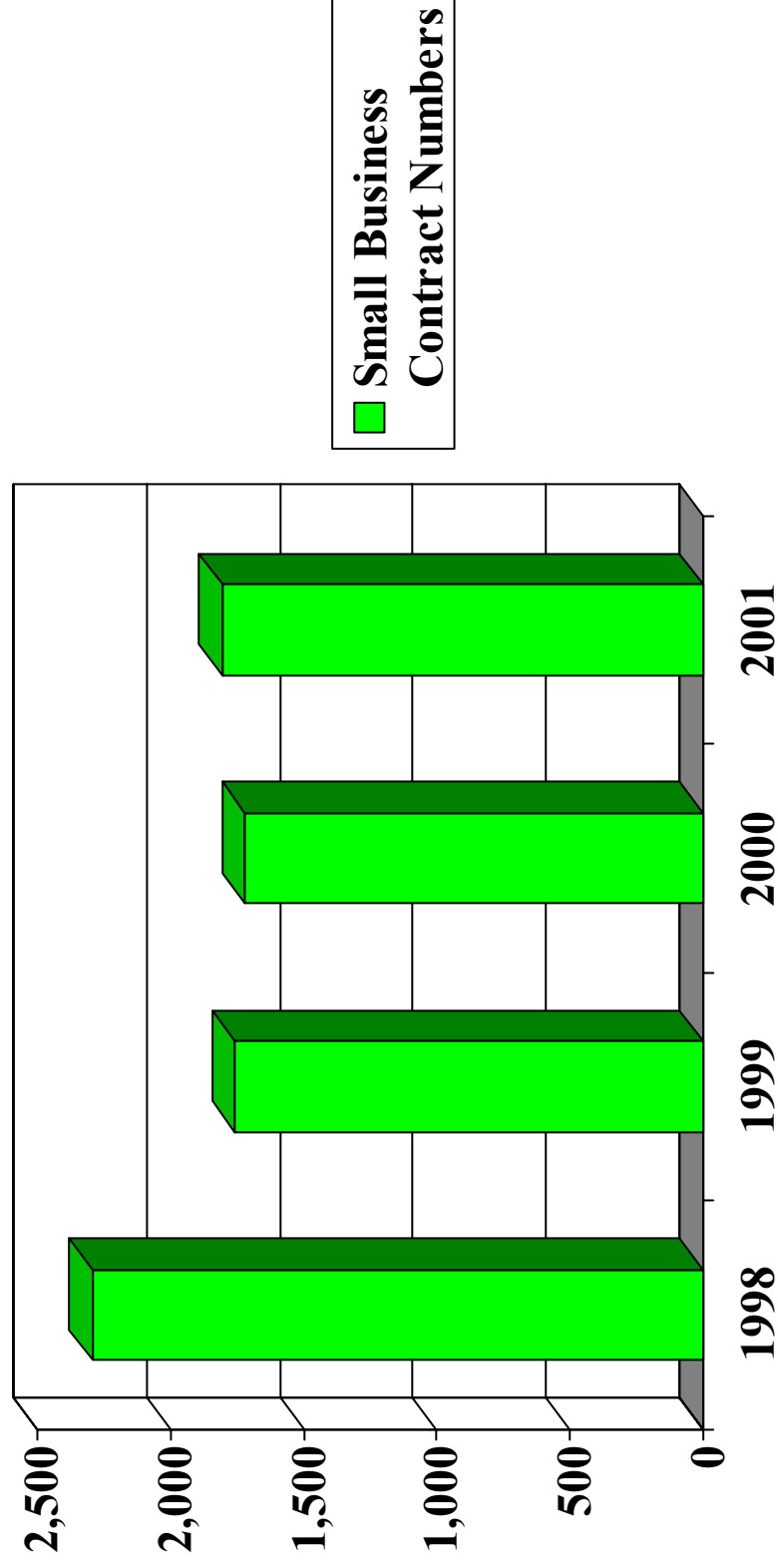
U.S. Department of Transportation

Number of Contracts to Small Disadvantaged Businesses



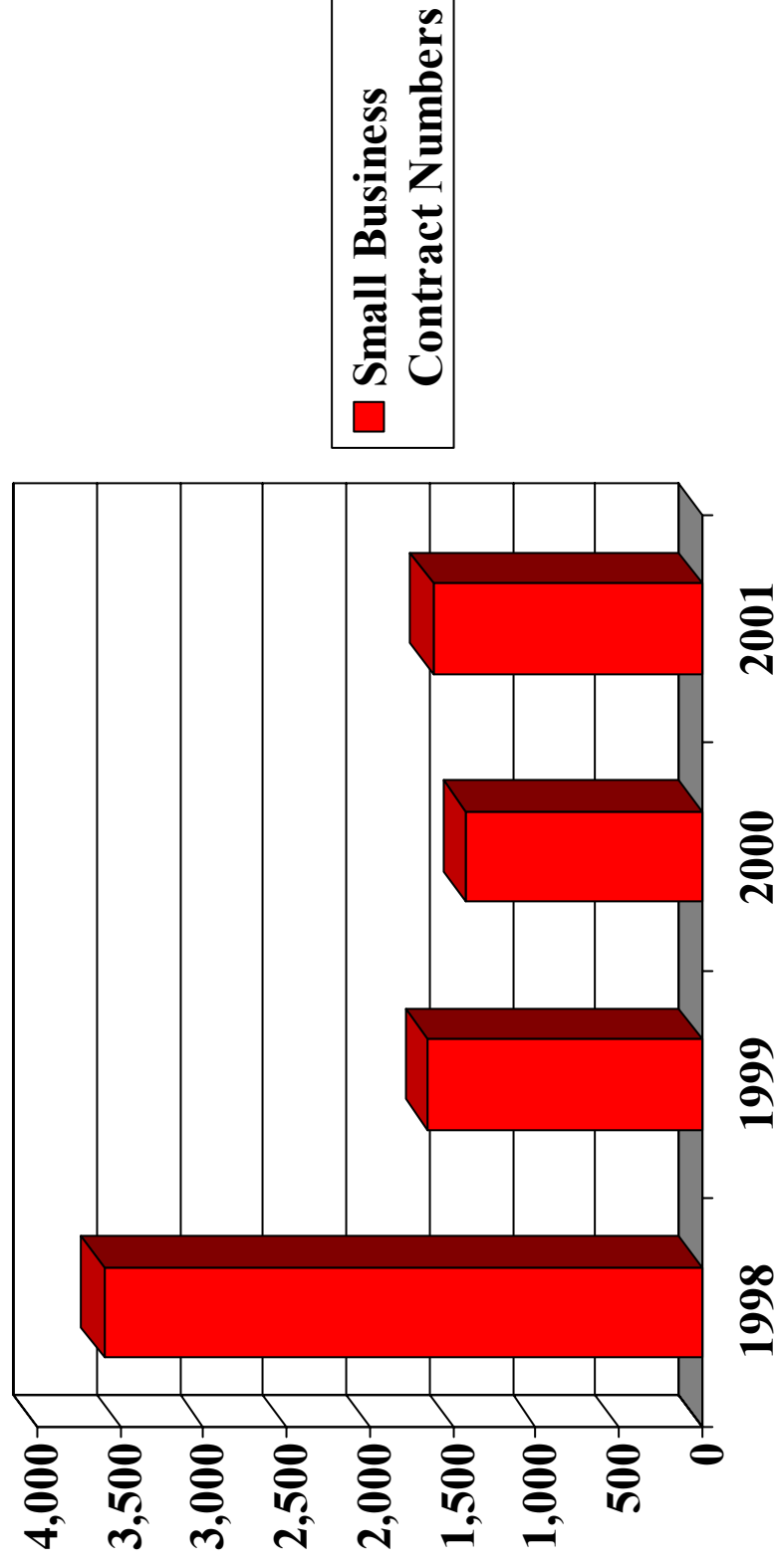
U.S. Department of Transportation

Number of Contracts to 8(a) Firms



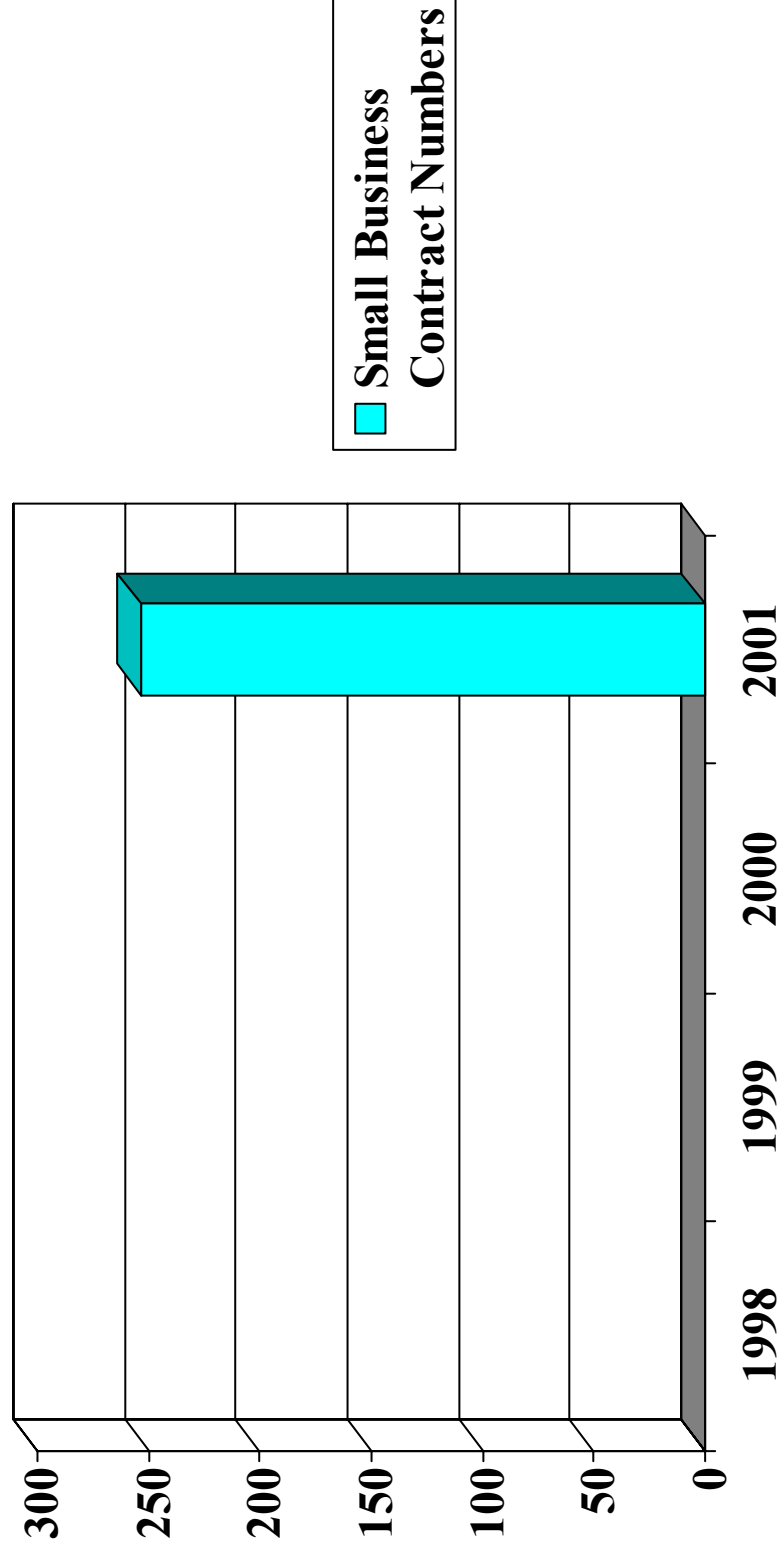
U.S. Department of Transportation

Number of Contracts to Women-Owned Businesses



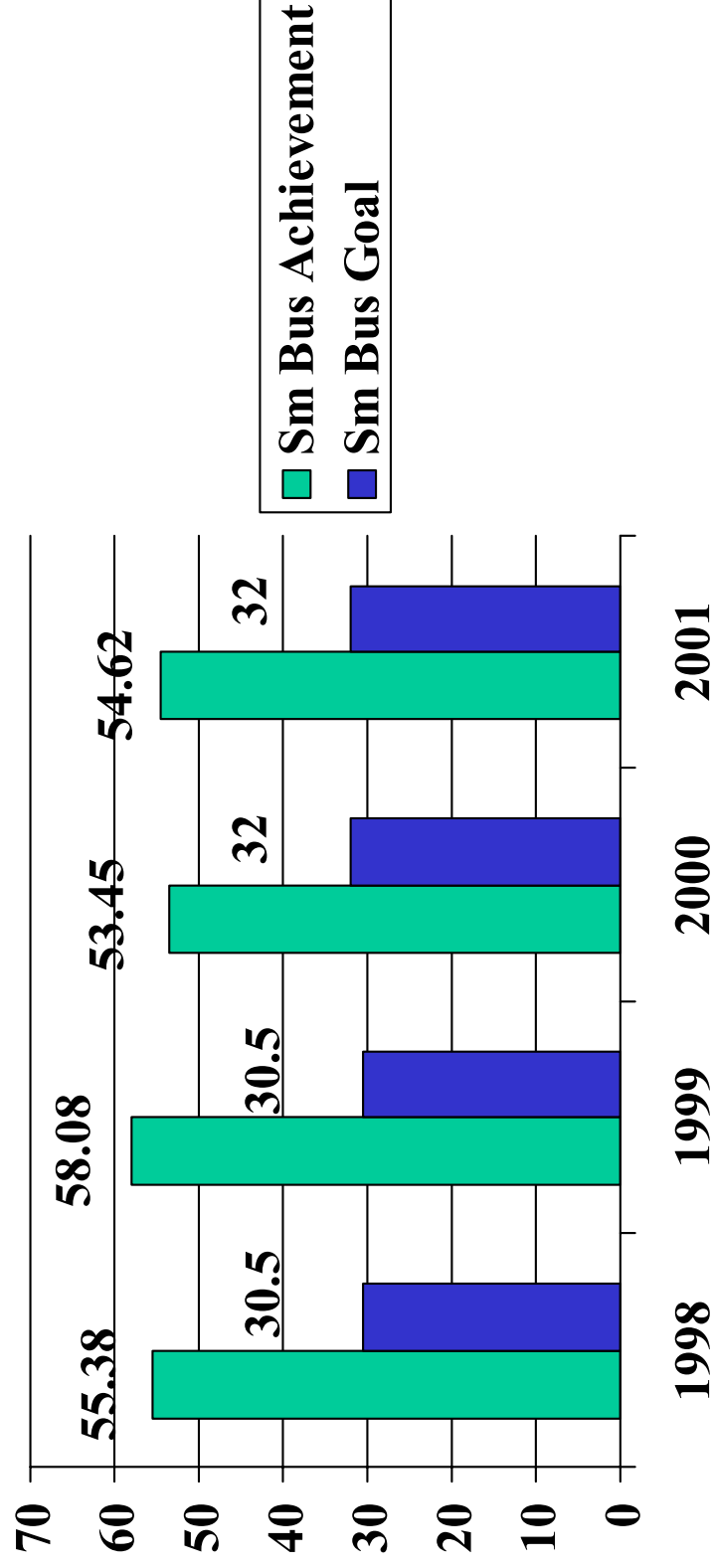
U.S. Department of Transportation

Number of Contracts to HUBZone Businesses



Department of Transportation

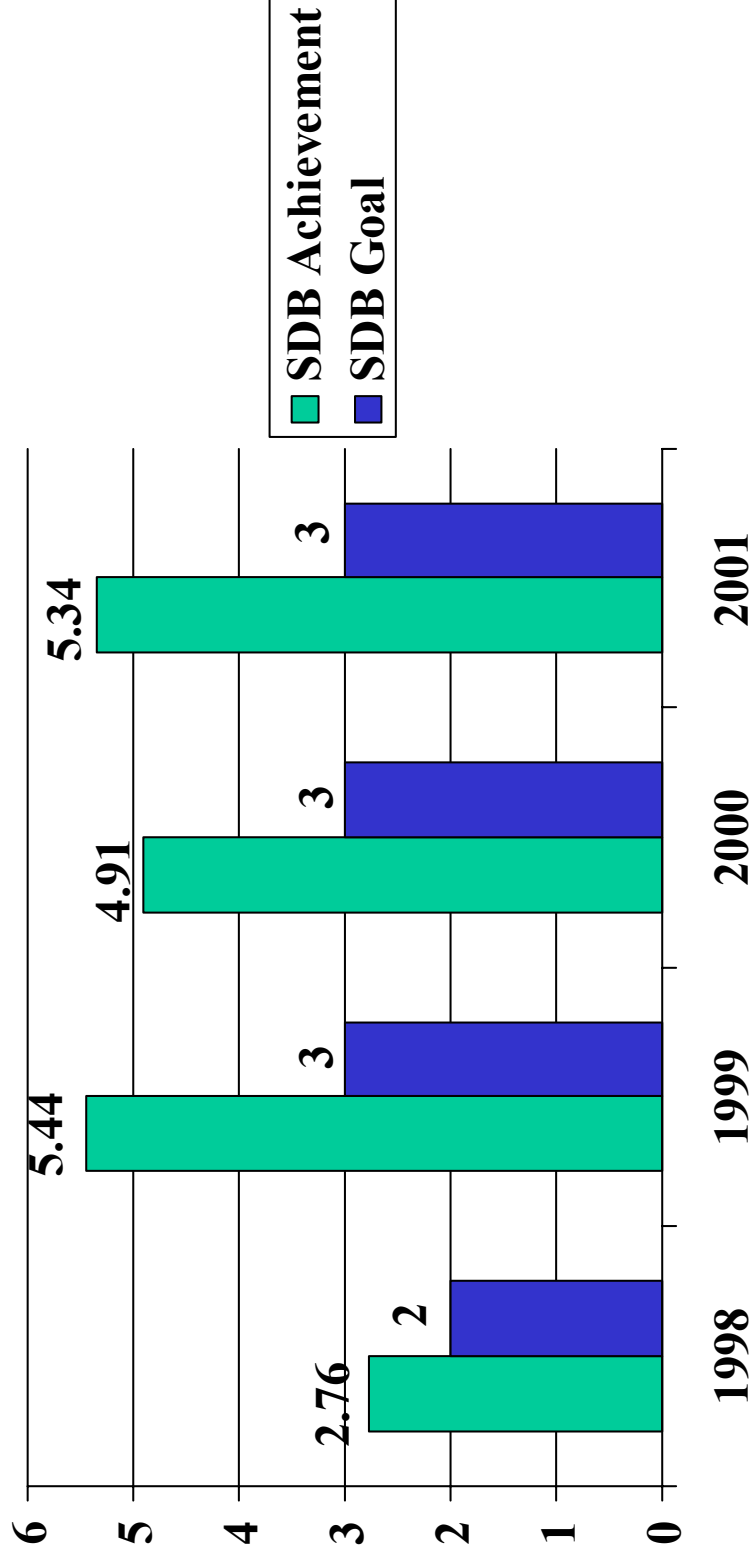
Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

Department of Transportation

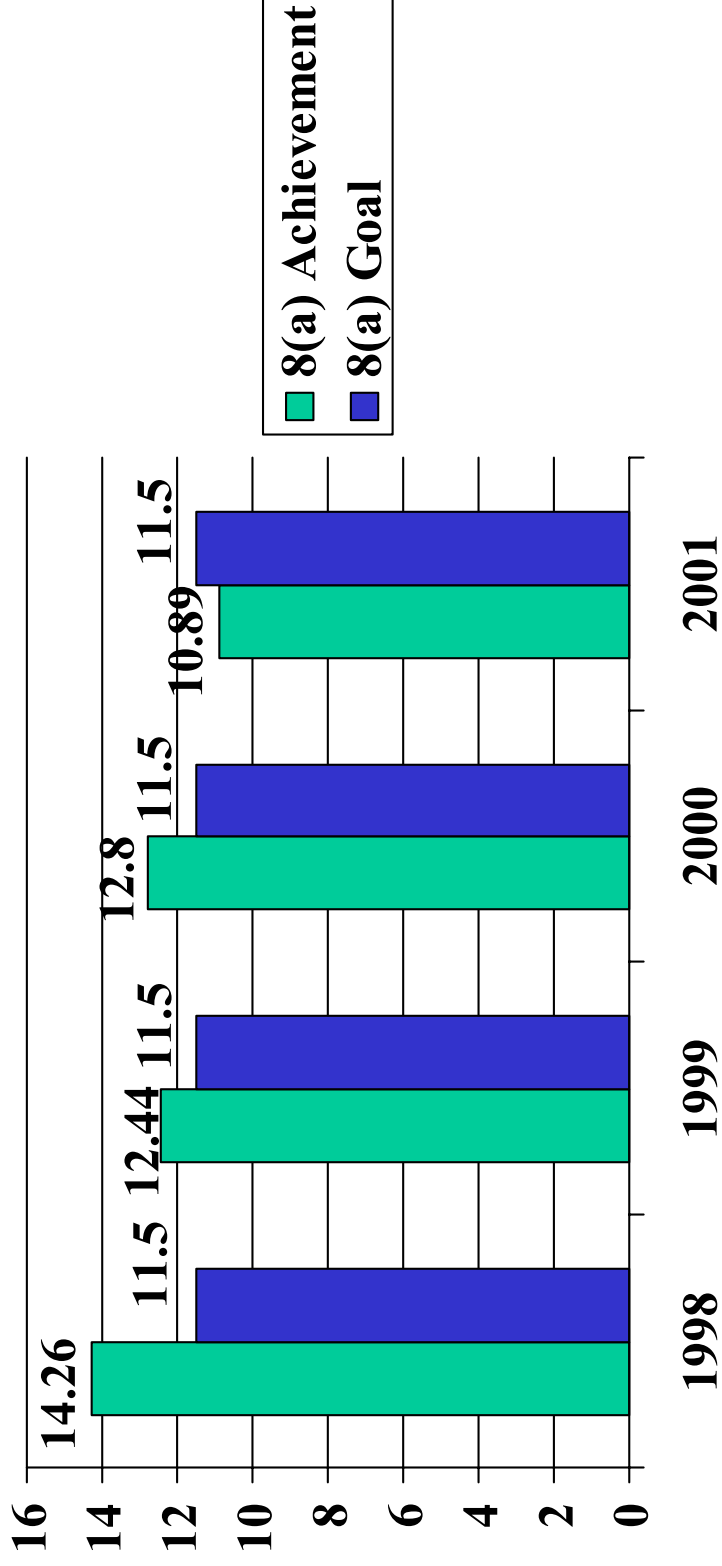
SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Department of Transportation

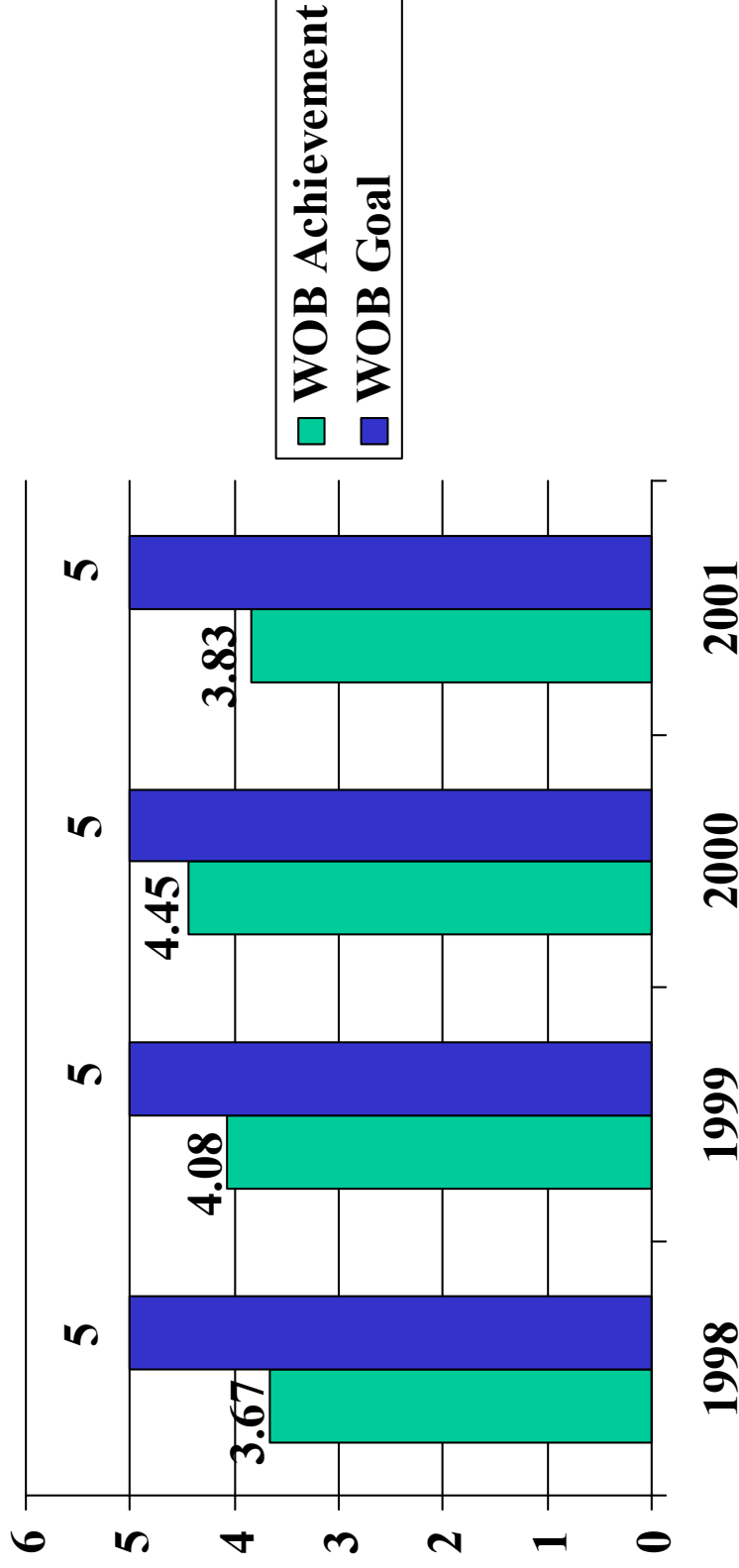
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Department of Transportation

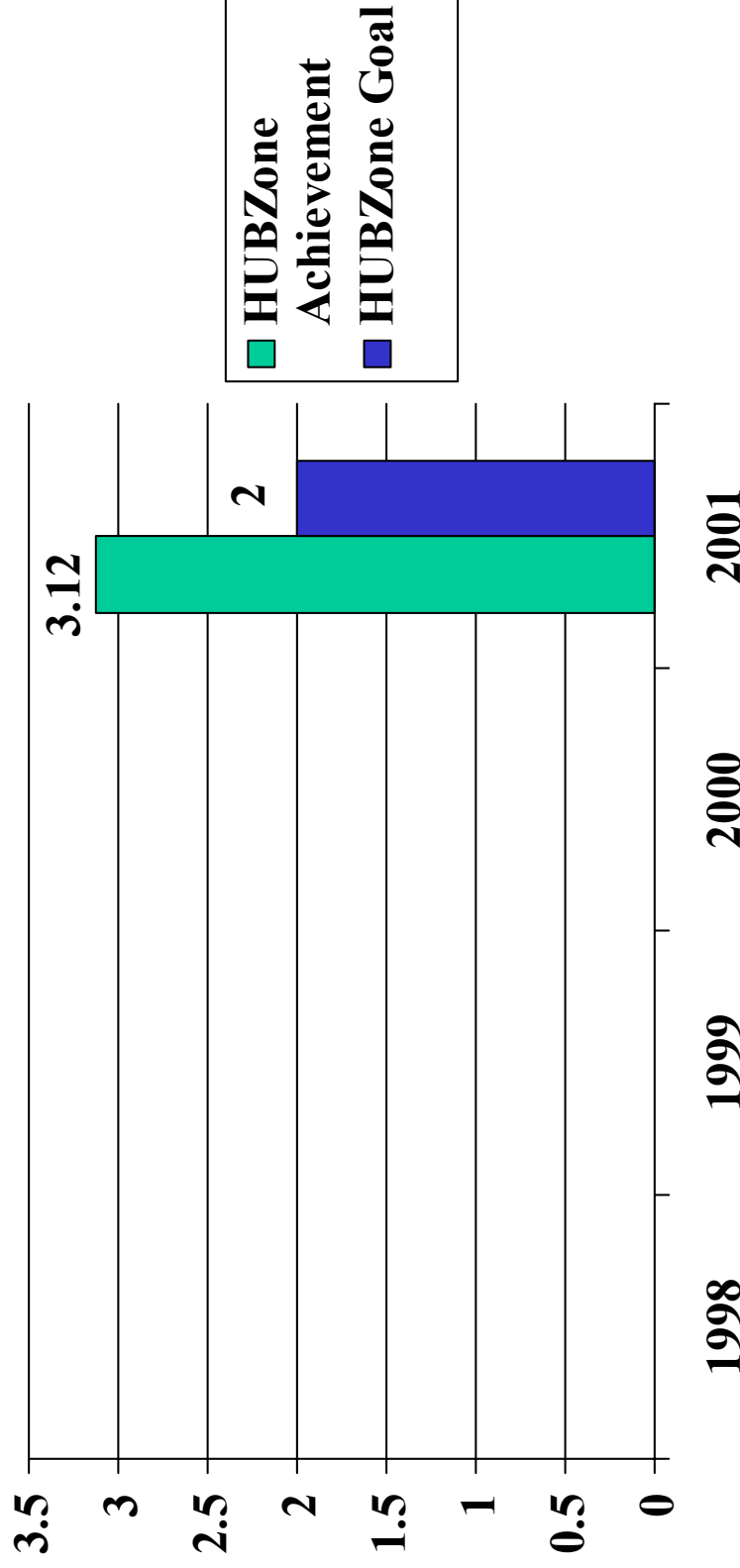
Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Department of Transportation

HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

Department of the Treasury

Procurement Dollar Analysis

The Department of the Treasury (Treasury) had a decrease in procurement activity from 1994 to 1997 as follows: 1994 - \$1.5 billion, 1995 - \$1.4 billion, 1996 - \$1.38 billion, and 1997 - \$1.26 billion. An increase occurred in 1998 to \$1.78 billion, and an increase also occurred in 1999 to \$2.17 billion. In 2000, Treasury showed an increase to \$2.86 billion. Based on 2001 figures, Treasury shows a decrease to \$2.5 billion.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by Treasury decreased from 27,055 in 1998 to 22,621 in 1999. In 2000, Treasury awarded 22,436 contracts to small businesses. In 2001, Treasury awarded 22,847 contracts to small businesses.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses by Treasury decreased from 1,755 in 1998 to 1,581 in 1999. In 2000, the number of contracts awarded by Treasury to small disadvantaged businesses decreased to 1,328. In 2001, Treasury awarded 1,299 contracts to small disadvantaged businesses. The total decrease in the number of contracts awarded to small disadvantaged businesses from 1998 to 2001 was nearly 26 percent.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms by Treasury has decreased from 768 in 1998 to 675 in 1999. In 2000, the number of contracts awarded by Treasury to 8(a) firms decreased to 408. In 2001, Treasury awarded 795 contracts to 8(a) companies.

Women-Owned Business

From 1998 to 1999, the number of contracts awarded to women-owned businesses by Treasury increased from 1,601 in 1998 to 2,125 in 1999. In 2000, the number of contracts awarded by Treasury to women-owned businesses increased to 2,229. In 2001, Treasury awarded 2,673 contracts to women-owned businesses.

HUBZone Small Business Concerns

In 2001, Treasury awarded 233 contracts to HUBZone companies.

Goal Achievement

Small Business Goal

Treasury has exceeded its goal for doing business with small businesses from 1998 through 2000. Based on figures for 2001, Treasury exceeded its small business goal. Treasury achieved 34.79 percent versus a 25 percent goal. Normally the grade would be an "A."

	1998	1999	2000	2001
SB Goal	32	23	25	25
SB Achievement	37.33	35.67	32.14	34.79

Based on the first three years of this study, the average achievement was over 35 percent. The average goal over the same period was 26.25 percent. Therefore, the letter grade would normally be dropped to a "B." However, as Treasury has set an unreasonably low goal for the past two years, Treasury will be further down-graded to a "C." For fiscal year 2002, Treasury has a small business goal of 28 percent.

Small Disadvantaged Business Goal

Treasury has exceeded its goal for doing business with small disadvantaged businesses from 1997 through 2000. Based on figures for 2001, Treasury again exceeded its small disadvantaged business goal. Treasury achieved 5.36 percent versus a 2.3 percent goal. Normally the grade would be an "A."

	1998	1999	2000	2001
SDB Goal	2.3	2.3	2.3	2.3
SDB Achievement	6.86	7.84	7.1	5.36

Based on the first three years of this study, the average achievement was 7.27 percent. The average goal over the same period was 2.3 percent. Therefore, the letter grade will be dropped to a "B." Further, as the SDB goal of 2.3 percent is lower than the mandated goal of 5 percent, the letter grade will be dropped to a "C." As Treasury has set a goal below the statutory goal for the past two years, Treasury will be further down-graded to a "D." For fiscal year 2002, Treasury has a goal of 8 percent.

8(a) Program Goal

Treasury did not achieve its 8(a) Program goal in 1998, but exceeded its goal in 1999 and 2000. Based on figures for 2001, Treasury exceeded its goal. Treasury achieved 7.19 percent versus a 5 percent goal. As Treasury exceeded its goal, the grade will be an "A." Treasury has an 8(a) Program goal for fiscal year 2002 of 4 percent.

Women-Owned Business Goal

Treasury did not achieve its women-owned business goal in 1998 or 1999, but exceeded its goal in 2000. Based on figures for 2001, Treasury exceeded its goal with an achievement of 4.95 percent against its 4 percent goal. Therefore, the grade would normally be an "A." However, as Treasury's women-owned business goal is less than the mandated goal of 5 percent, the letter grade would normally be downgraded to a "B." However, as Treasury has had a goal below the statutory goal for the past two years, the grade will be further downgraded to a "C." For fiscal year 2002, Treasury has a women-owned business goal of 5 percent.

HUBZone Small Business Concern Goal

Treasury did not achieve its HUBZone goal in 2001. Treasury achieved 1.06 percent. Treasury's goal was 2 percent. As Treasury achieved 53 percent of its goal, the grade will be an "F." Treasury has a HUBZone business goal of 2.5 percent for fiscal year 2002.

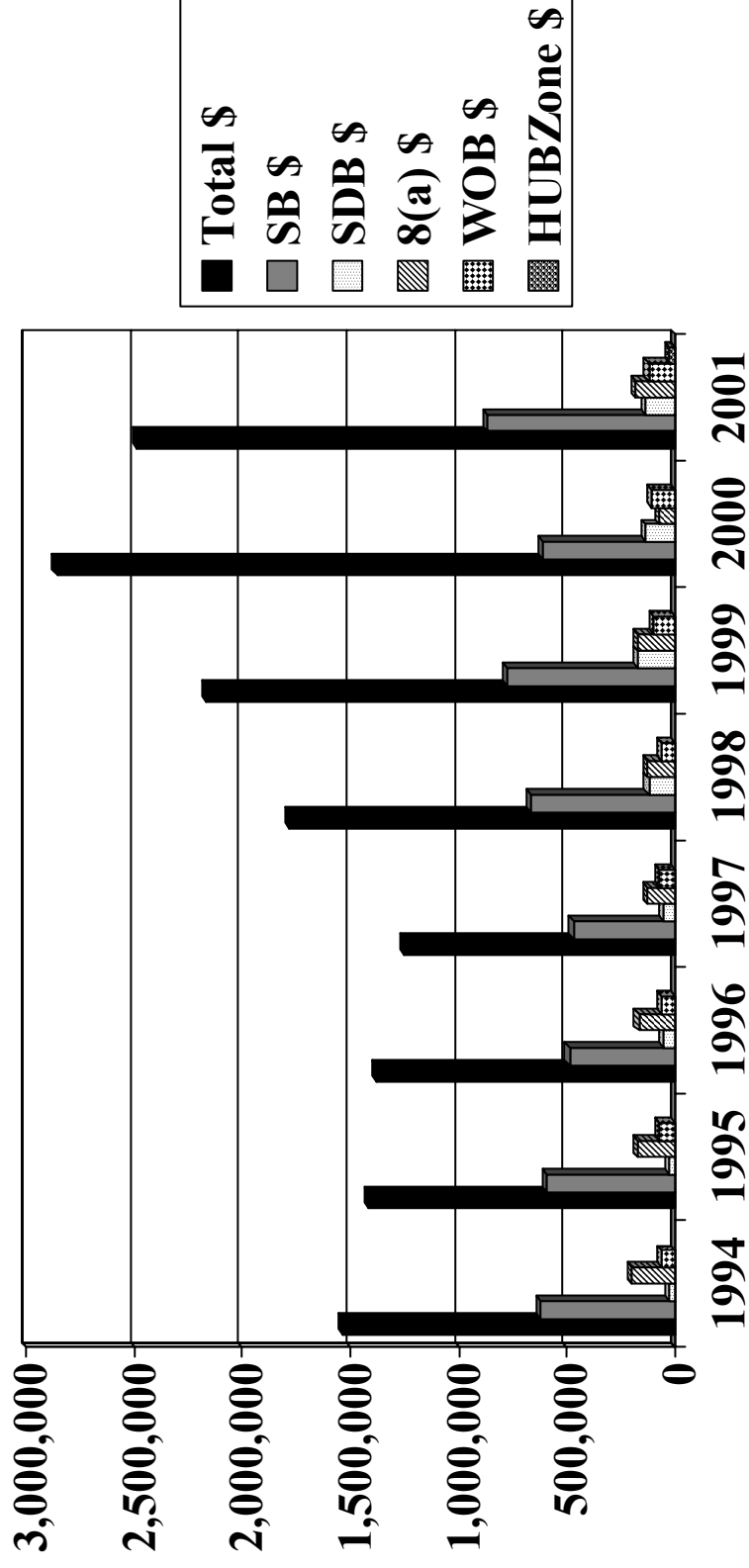
Overall Grade

Small Business Goal	C 2 points
Small Disadvantaged Business Goal	D 1 point
8(a) Program Goal	A 4 points
Women-Owned Business Goal	C 2 points
HUBZone Goal	F 0 points
Average Grade	D 1.8 points

With a "C" in the Small Business Goal, a "D" in the Small Disadvantaged Business Goal, an "A" in the 8(a) Program goal, a "C" in the Women-Owned Business Goal, and an "F" in the HUBZone Goal, with all categories weighed equally, the Department of the Treasury has an overall point total of 1.8 points, for a grade of "D."

Department of the Treasury

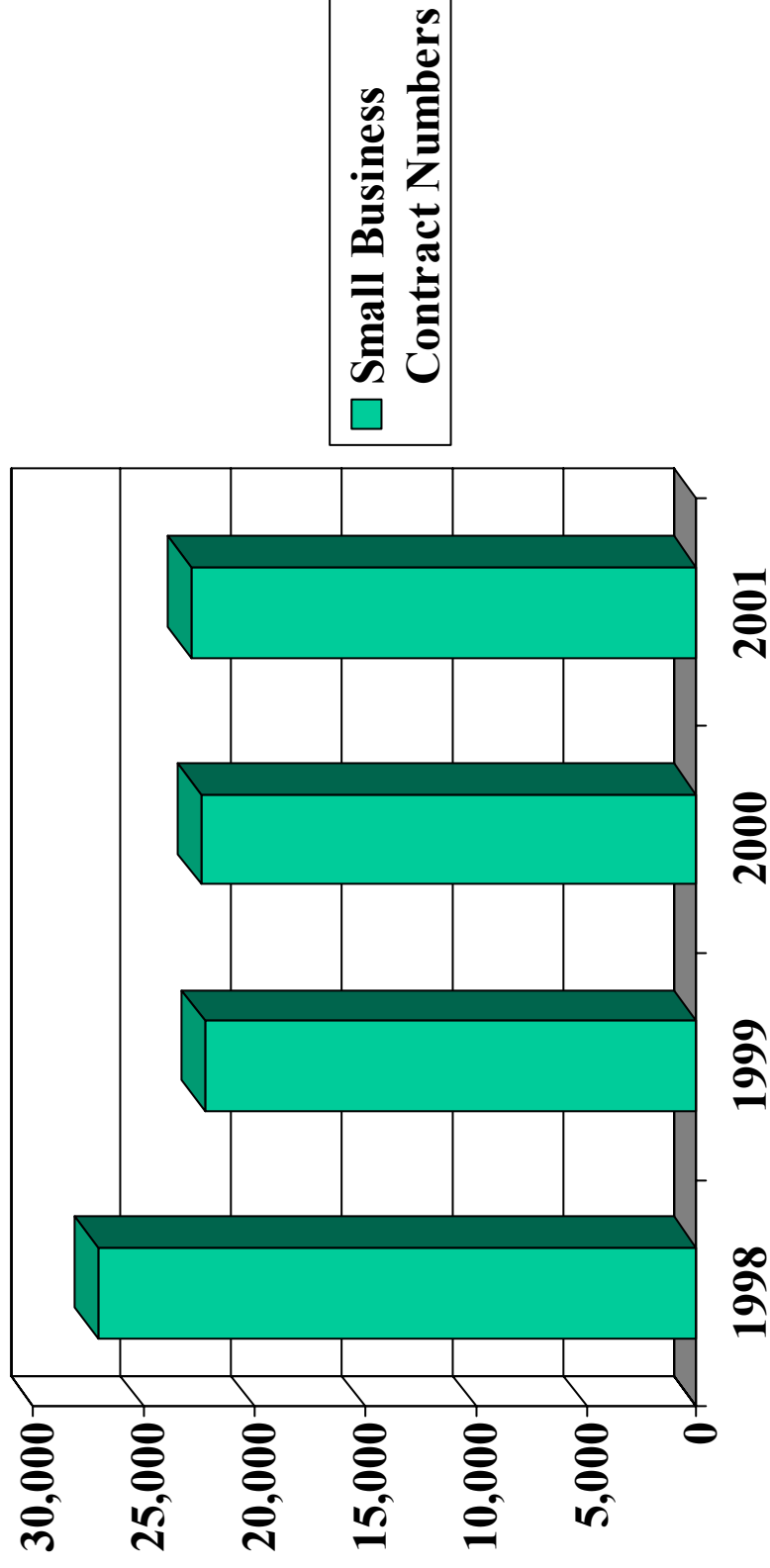
Procurement Dollars



Dollars are expressed in millions.

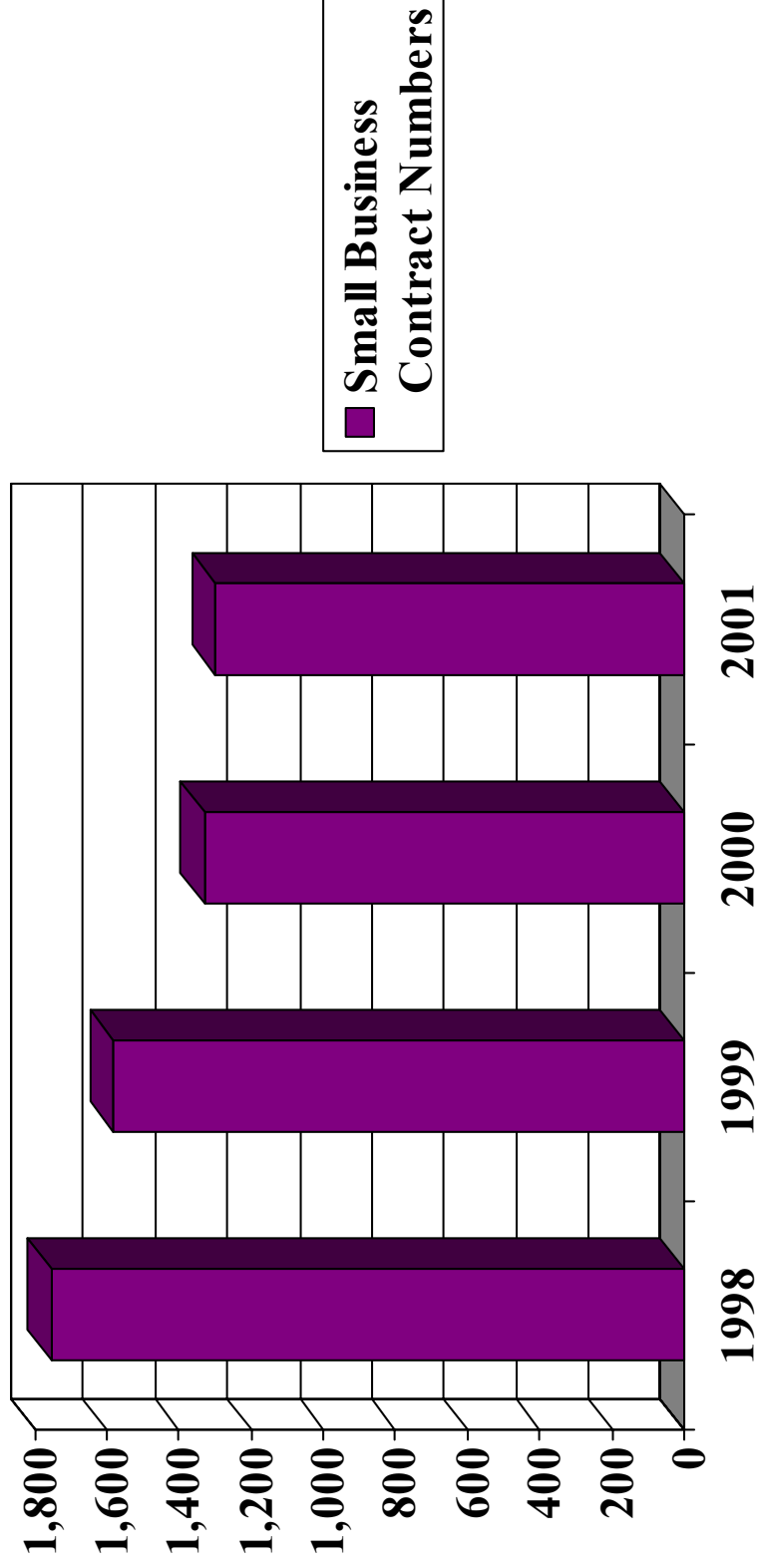
U.S. Department of the Treasury

Number of Contracts to Small Businesses



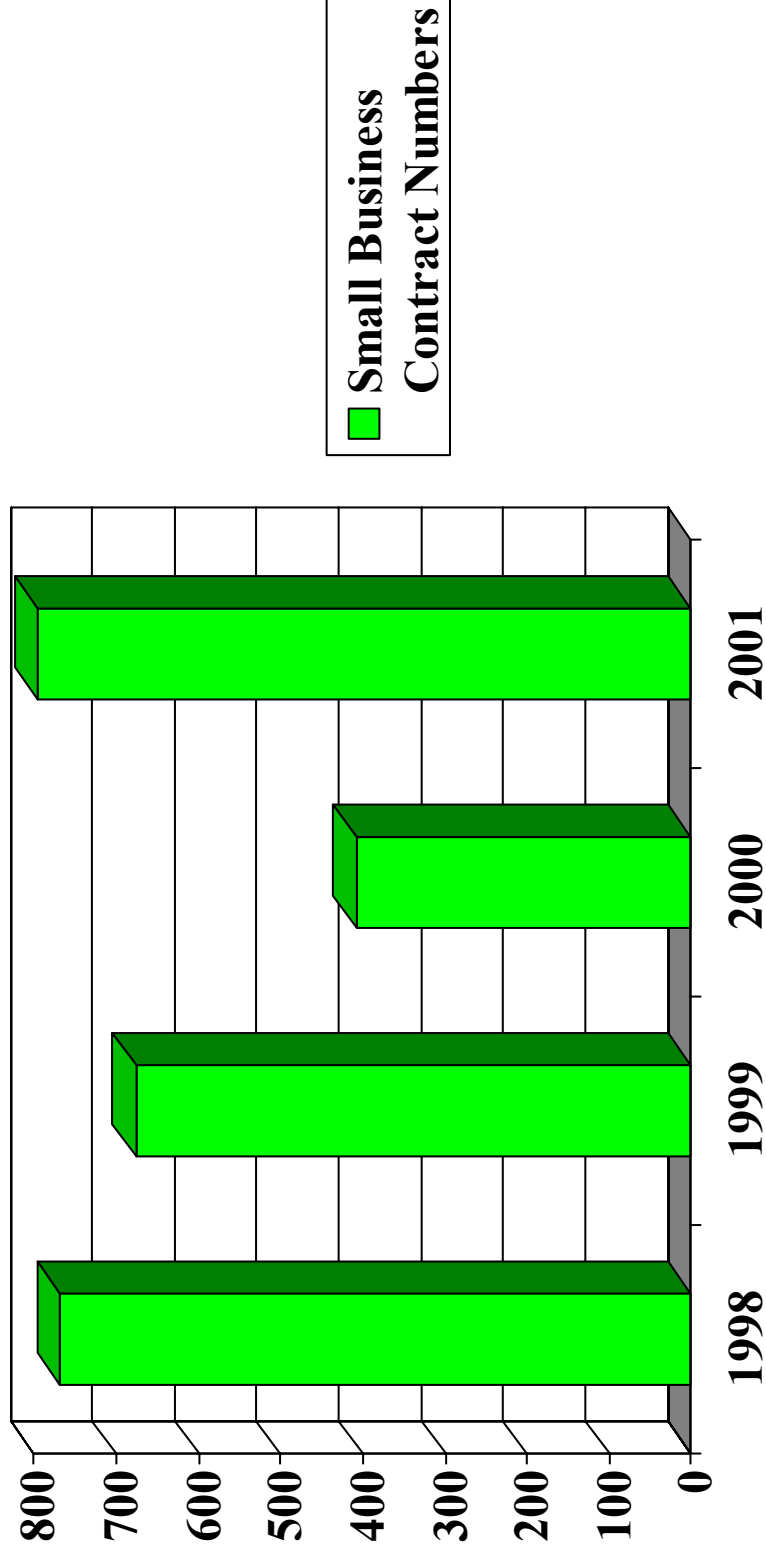
U.S. Department of the Treasury

Number of Contracts to Small Disadvantaged Businesses



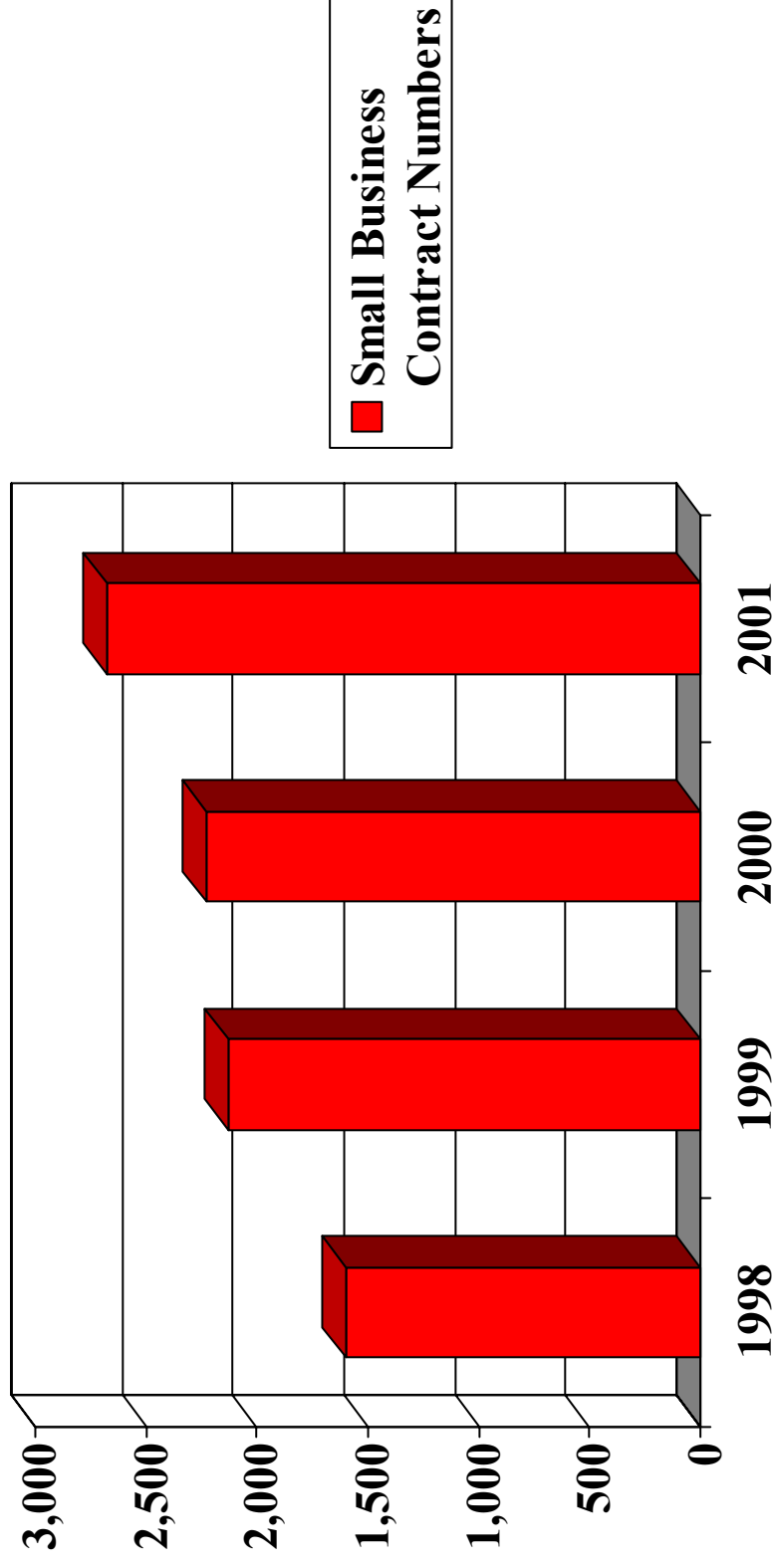
U.S. Department of the Treasury

Number of Contracts to 8(a) Firms



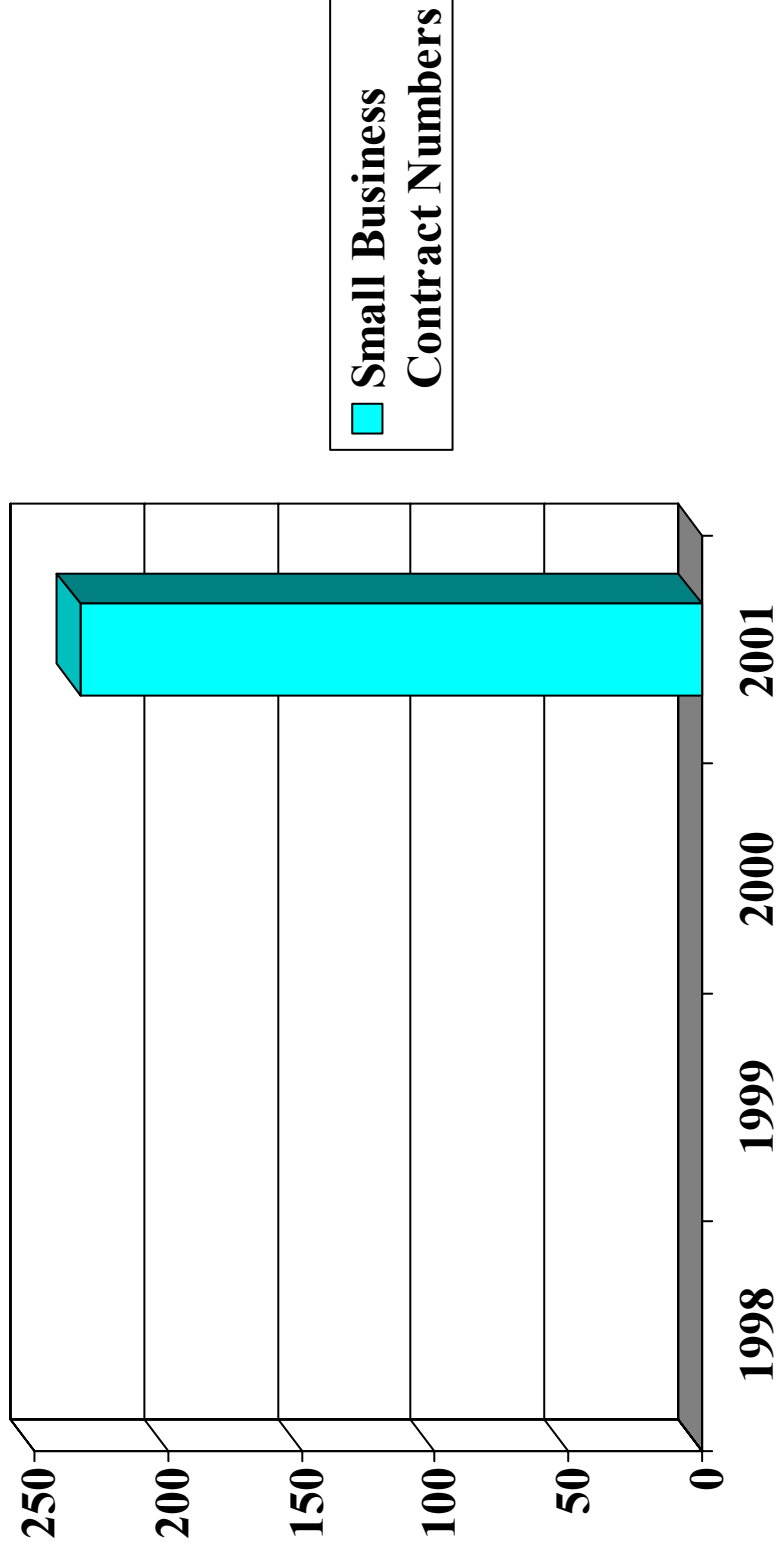
U.S. Department of the Treasury

Number of Contracts to Women-Owned Businesses



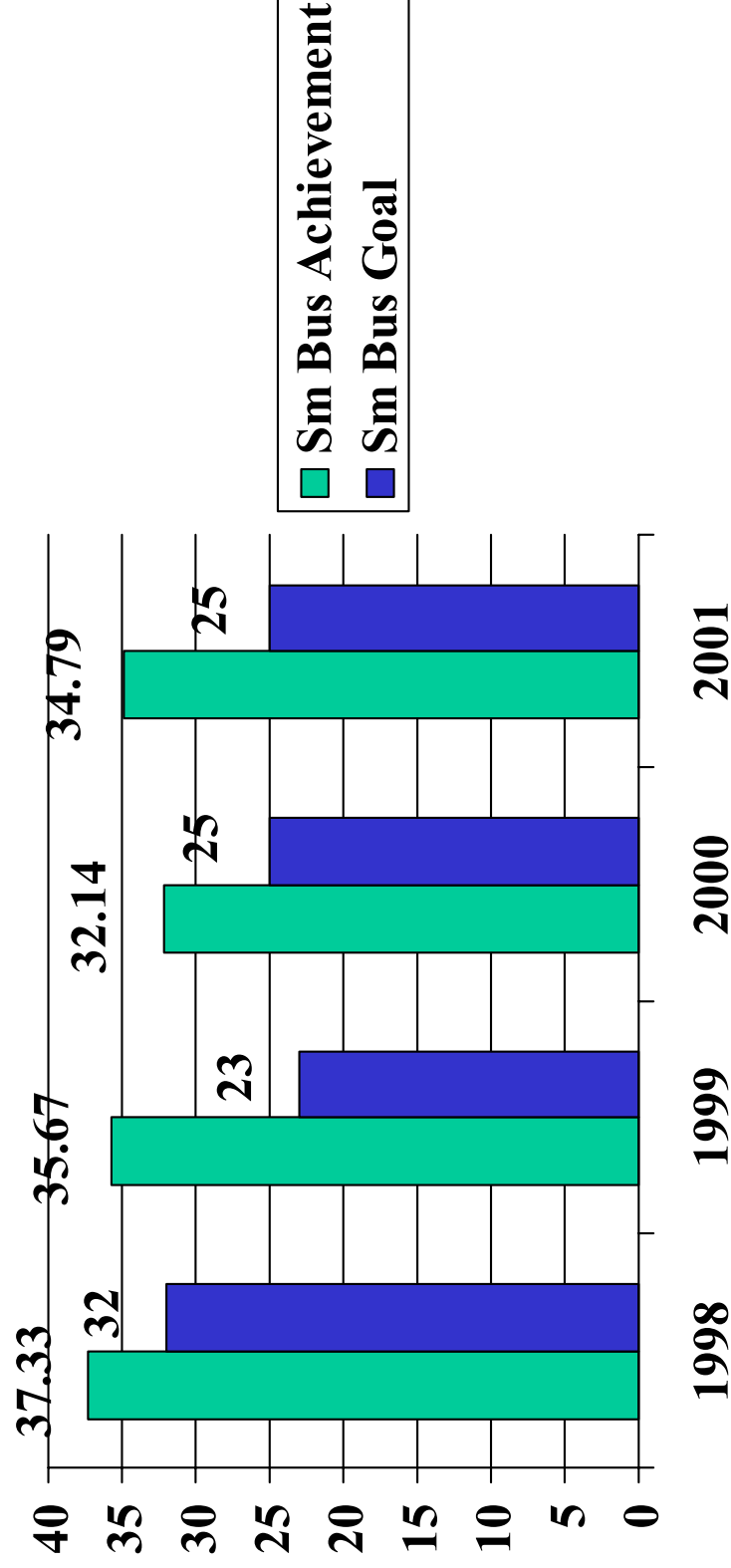
U.S. Department of the Treasury

Number of Contracts to HUBZone Businesses



Department of the Treasury

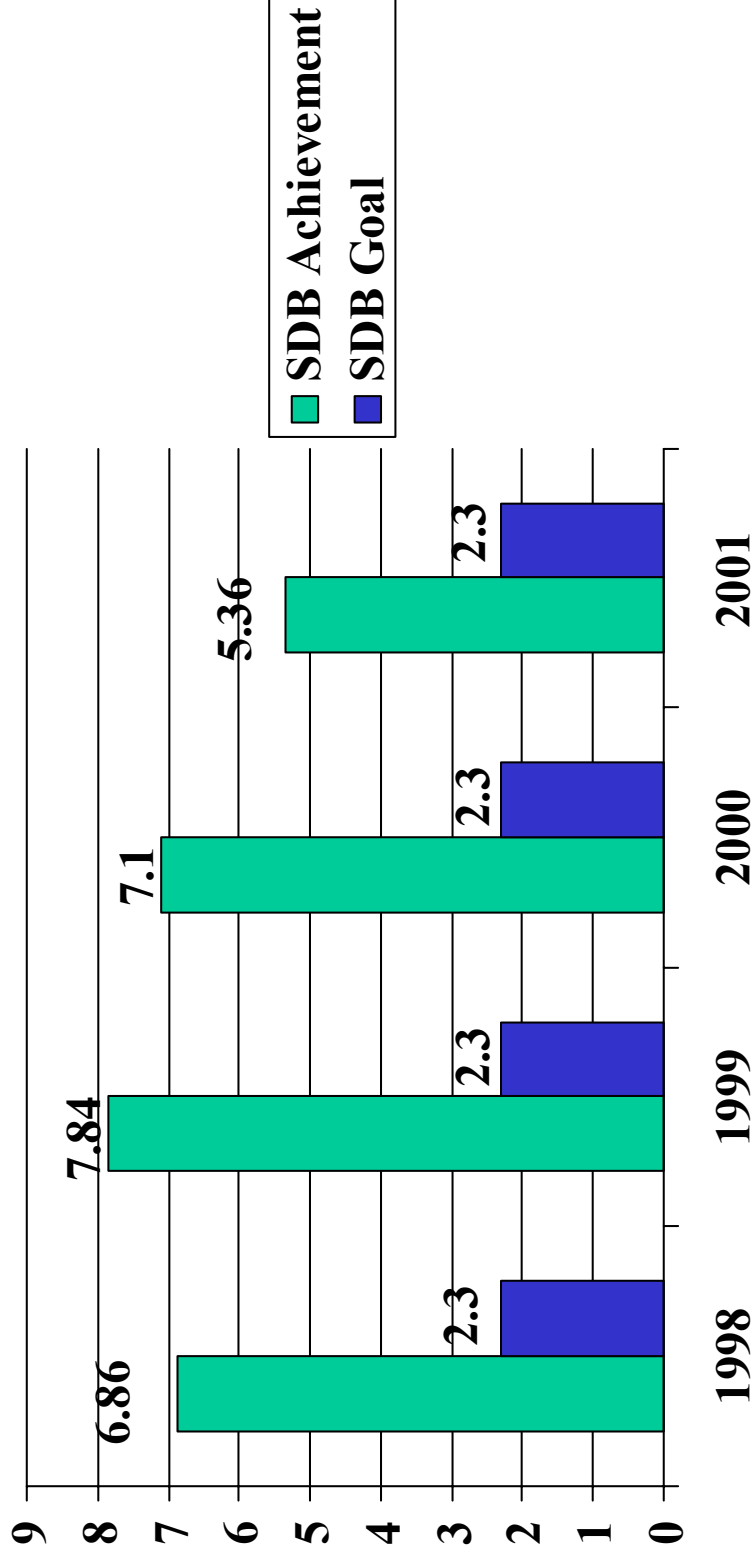
Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

Department of the Treasury

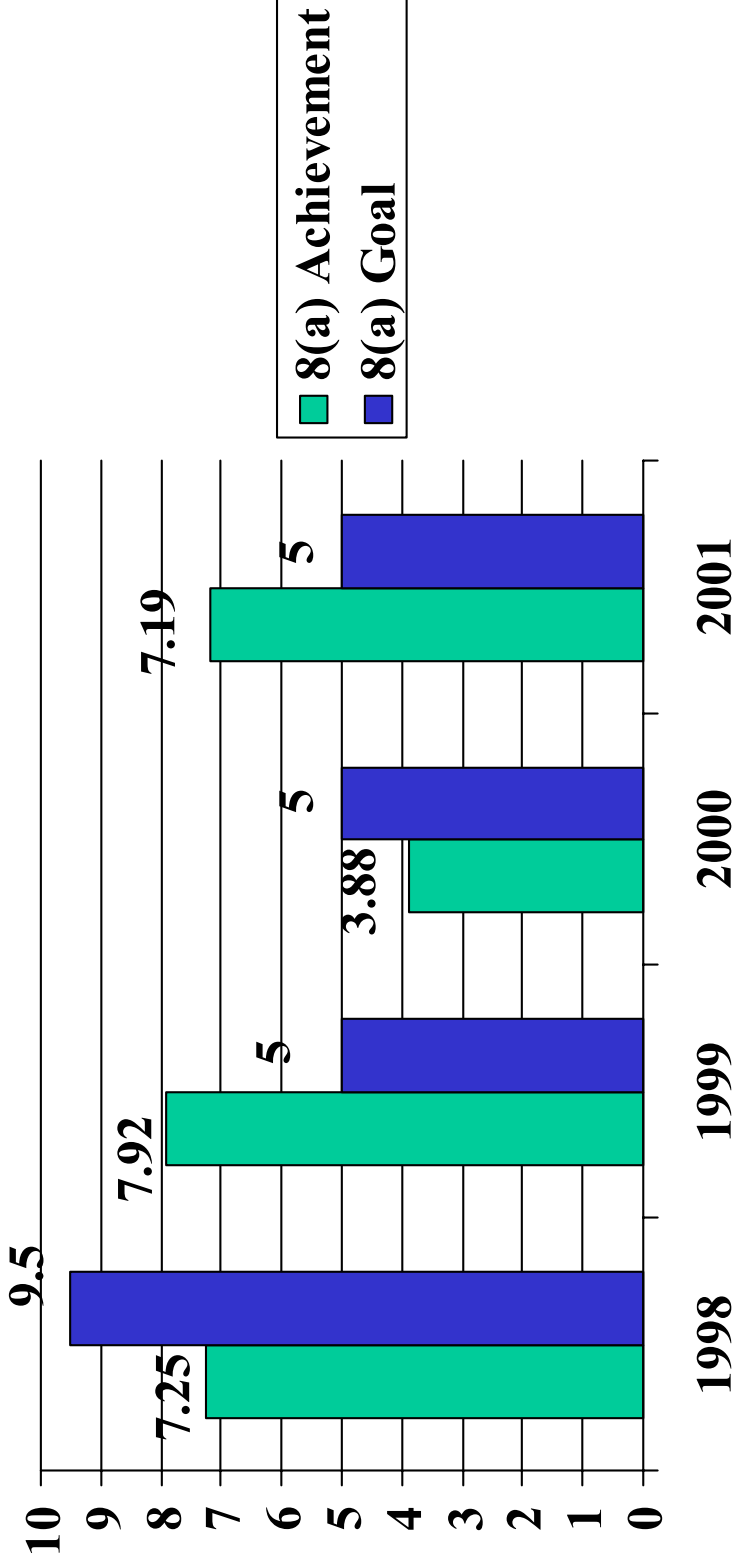
SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Department of the Treasury

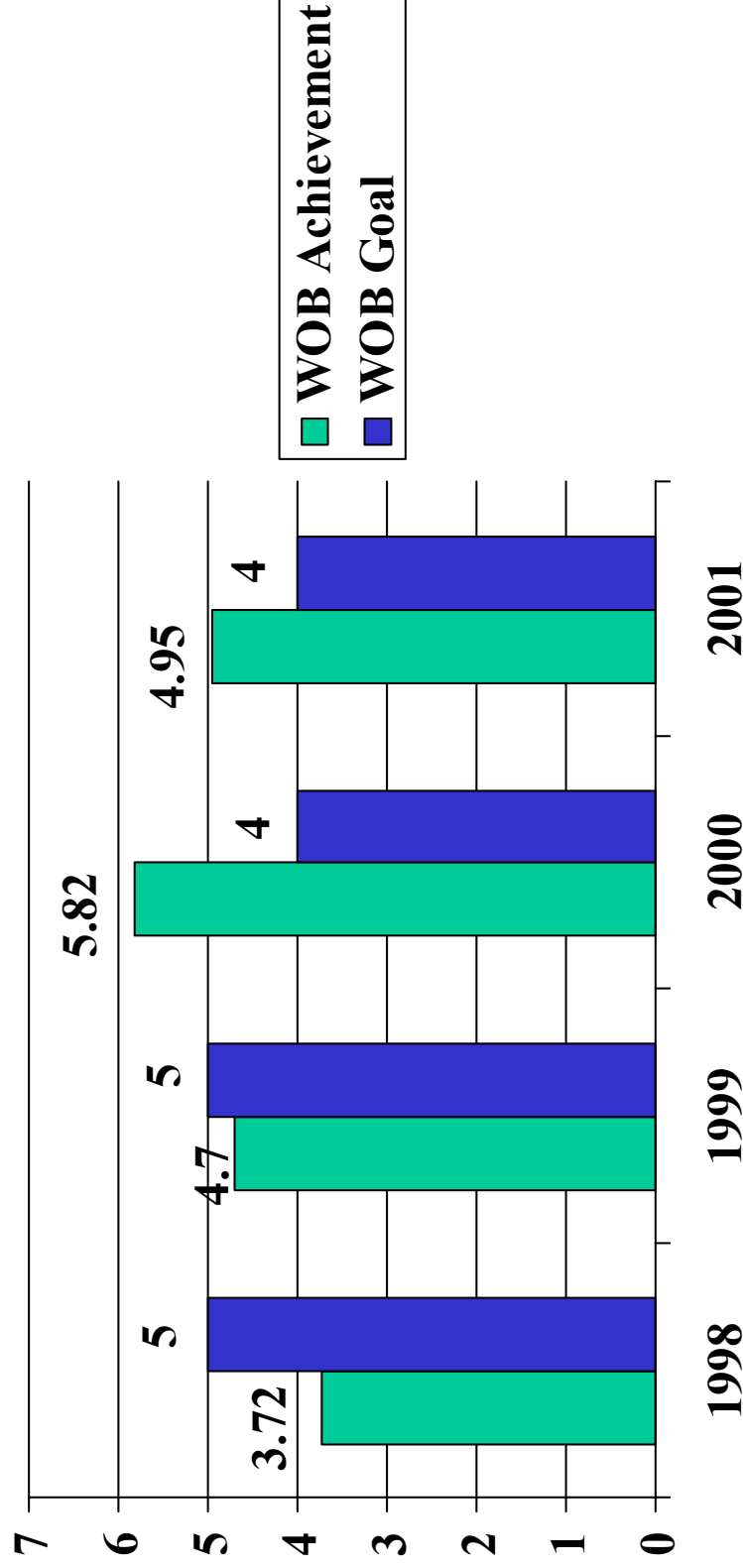
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Department of the Treasury

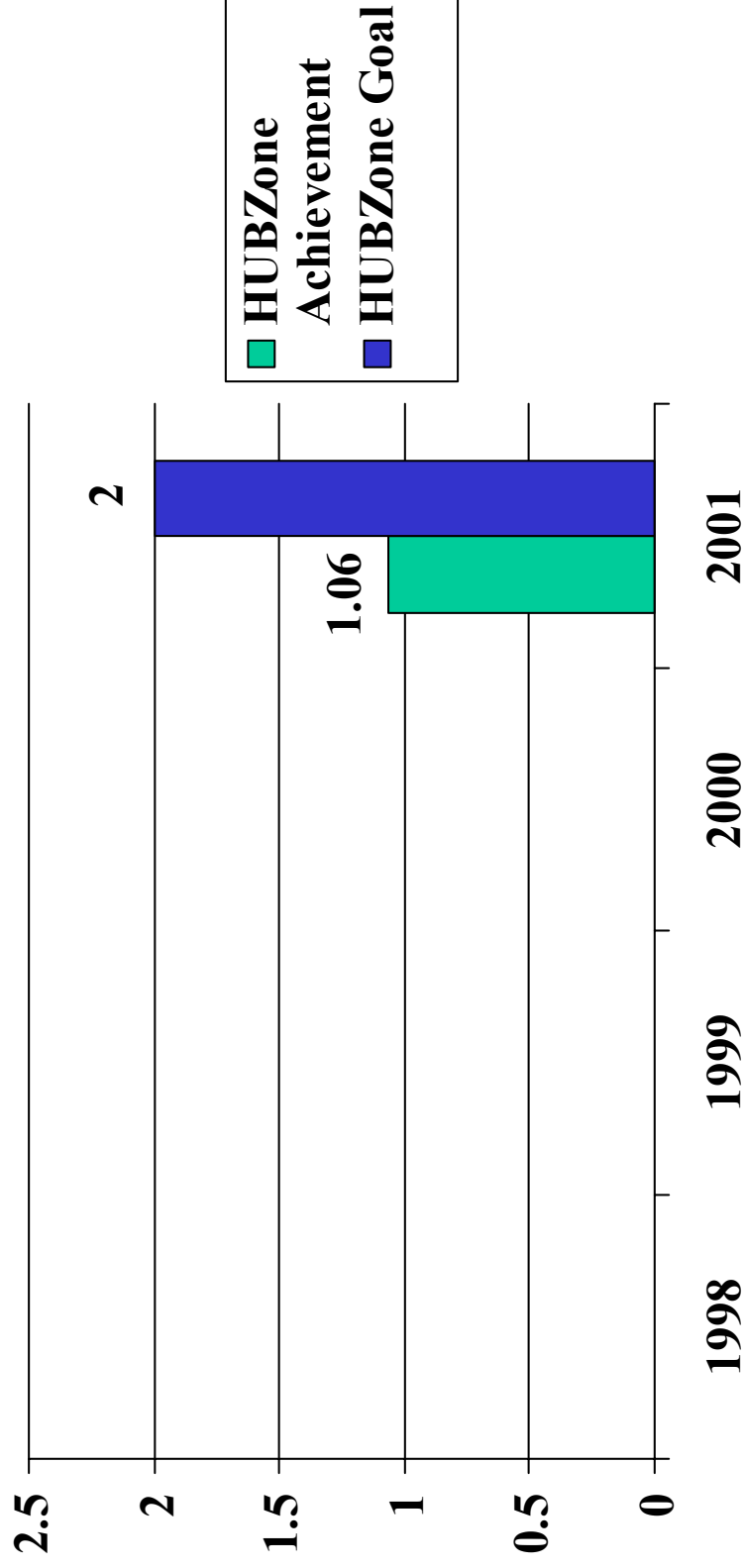
Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Department of the Treasury

HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

Department of the Interior

Procurement Dollar Analysis

The Department of the Interior (Interior) had a decrease in procurement activity from 1994 to 1996 as follows: 1994 - \$2.4 billion, 1995 - \$2 billion, and 1996 - \$1.2 billion. An increase occurred in 1997 to \$1.4 billion. This was followed by another increase in 1998 to nearly \$1.5 billion. Figures for 1999 showed a decline to \$1.25 billion. In 2000, Interior showed an increase to \$1.44 billion. Based on 2001 figures, Interior shows an increase in procurement activity to \$2.15 billion.

Numbers of Contracts

Small Business

From 1998 to 2000, the number of contracts awarded to small businesses by Interior has decreased 166,580 in 1998, to 93,206 in 1999. In 2000, Interior awarded 41,671 contracts to small businesses. In 2001, Interior awarded 27,194 contracts to small businesses. The total percentage decrease from 1998 to 2001 was nearly 84 percent.

Small Disadvantaged Business

From 1998 to 2000, the number of contracts awarded to small disadvantaged businesses by Interior decreased from 5,714 in 1998 to 3,907 in 1999. In 2000, Interior awarded 2,162 contracts to small disadvantaged businesses. In 2001, Interior awarded 2,103 contracts to small disadvantaged businesses.

8(a) Program

From 1998 to 2000, the number of contracts awarded to 8(a) firms by Interior increased from 1,312 in 1998 to 1,407 in 1999. In 2000, Interior awarded 1,249 contracts to 8(a) firms. In 2001, Interior awarded 1,444 contracts to 8(a) companies.

Women-Owned Business

From 1998 to 2000, the number of contracts awarded to women-owned businesses by Interior decreased from 6,044 in 1998 to 4,138 in 1999. In 2000, Interior awarded 2,096 contracts to women-owned businesses. In 2001, Interior awarded 1,941 contracts to women-owned businesses. The total percentage decrease from 1998 to 2000 was nearly 68 percent.

HUBZone Small Business Concerns

In 2001, Interior awarded 620 contracts to HUBZone companies.

Goal Achievement

Small Business Goal

Interior did not achieve its small business goal in 1998 or 1999, but exceeded its goal in 2000. Based on figures for 2001, Interior achieved its small business goal. Interior achieved 57 percent. Interior's goal was 57 percent. As Interior achieved its goal, the grade will be an "A." Interior's small business goal for fiscal year 2002 is 58 percent.

Small Disadvantaged Business Goal

Interior exceeded its goal for doing business with small disadvantaged businesses from 1998 through 2000. Based on figures for 2001, Interior again exceeded its goal. Interior achieved 11.77 percent. Interior's goal was 5 percent. As Interior exceeded its goal, the grade will be an "A." Interior has a small disadvantaged business goal for fiscal year 2002 of 14.22 percent.

8(a) Program Goal

Interior did not achieve its 8(a) Program goal in 1998 or 2000, but achieved exceeded its goal in 1999. Based on figures for 2001, Interior did not achieve its 8(a) Program goal. Interior achieved 8.85 percent. Interior's goal was 9 percent. As Interior achieved 98.3 percent of its goal, the grade will be an "A." Interior has an 8(a) Program goal for fiscal year 2002 of 7.11 percent.

Women-Owned Business Goal

Interior did not achieve its women-owned business goal from 1998 through 2000. Based on figures for 2001, Interior exceeded its goal. Interior achieved 6.06 percent. Interior's goal was 5 percent. As Interior exceeded its goal, the grade will be an "A." Interior has a women-owned business goal for fiscal year 2002 of 5 percent.

HUBZone Small Business Concern Goal

Interior exceeded its HUBZone goal in 2001. Interior achieved 2.6 percent. Interior's goal was 2 percent. As Interior exceeded its goal, the grade will be an "A." Interior has a HUBZone business goal of 2.5 percent for fiscal year 2002.

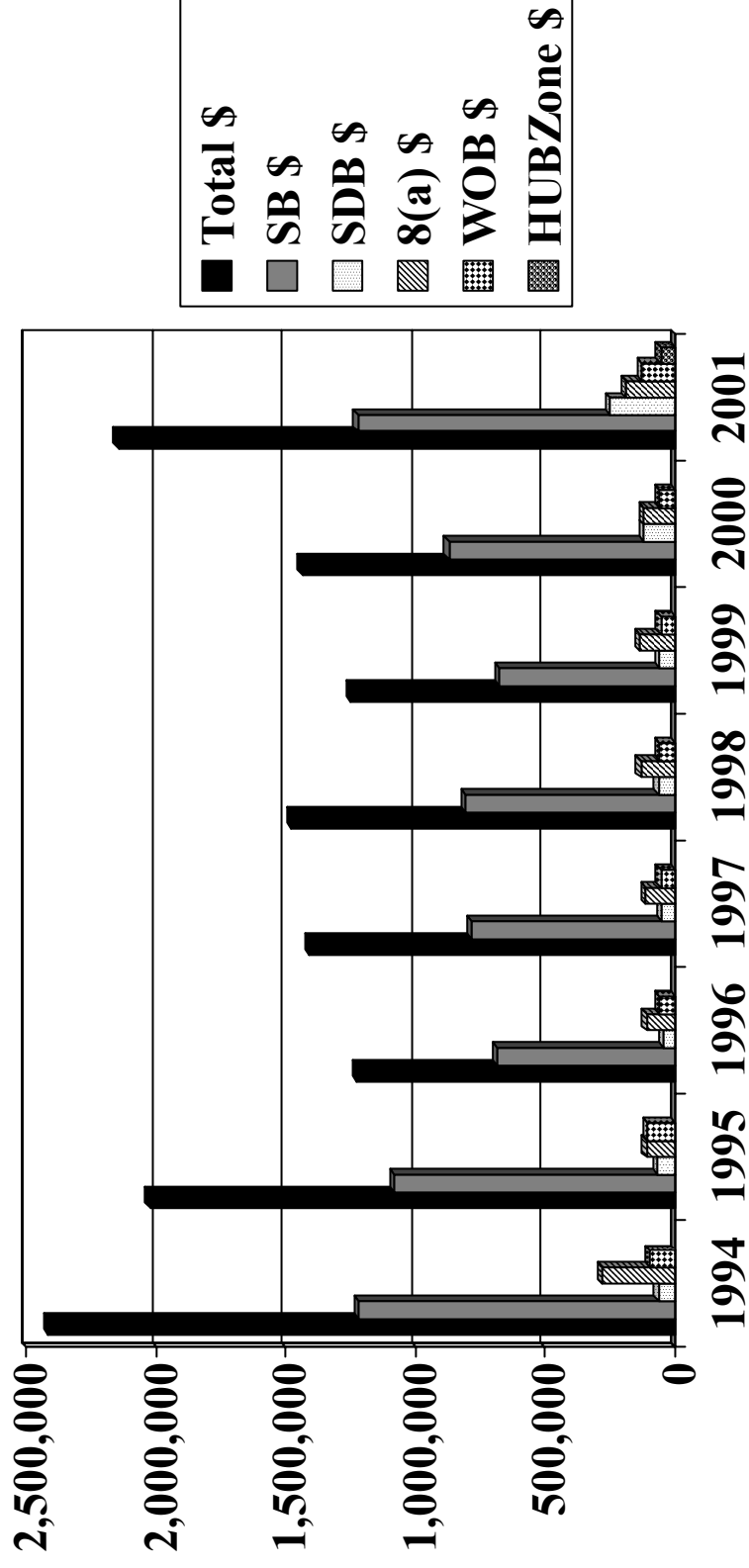
Overall Grade

Small Business Goal	A 4 points
Small Disadvantaged Business Goal	A 4 points
8(a) Program Goal	A 4 points
Women-Owned Business Goal	A 4 points
HUBZone Goal	A 4 points
Average Grade	A 4 points

With an “A” in the Small Business Goal, an “A” in the Small Disadvantaged Business Goal, an “A” in the 8(a) Program goal, an “A” in the Women-Owned Business Goal, and an “A” in the HUBZone Goal, with all categories weighed equally, the Department of the Interior has an overall point total of 4 points, for a grade of “A.”

Department of the Interior

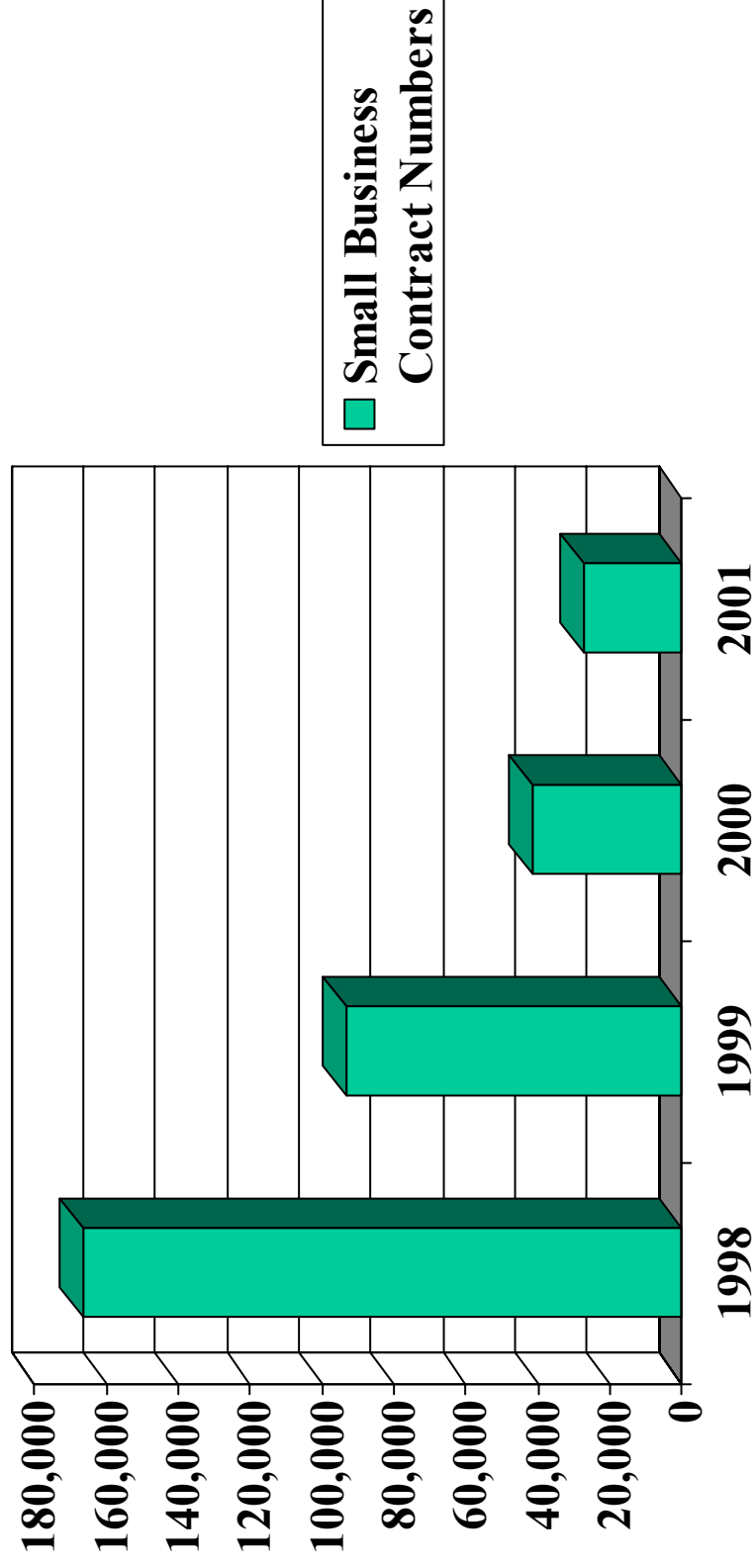
Procurement Dollars



Dollars are expressed in millions.

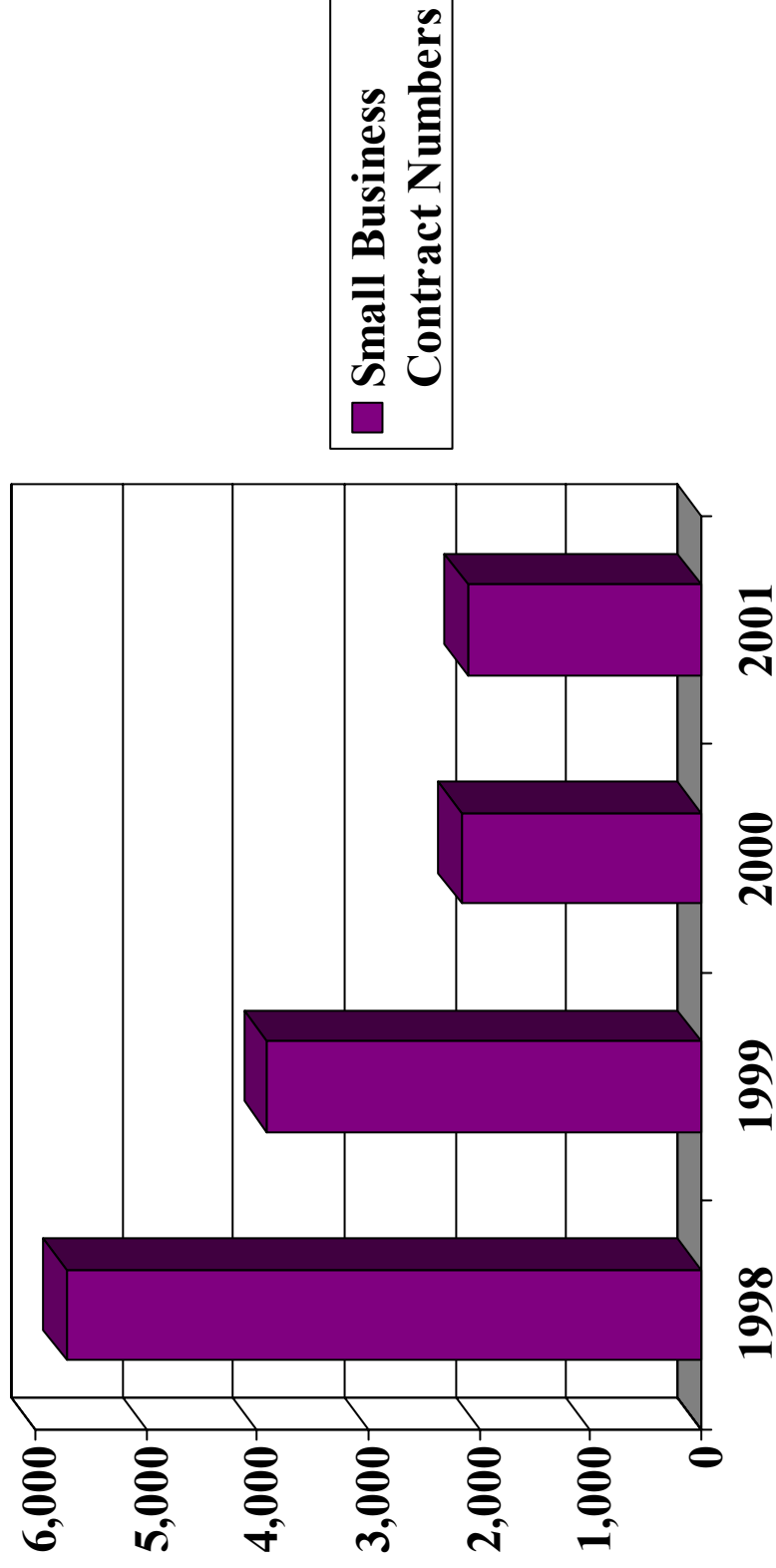
U.S. Department of the Interior

Number of Contracts to Small Businesses



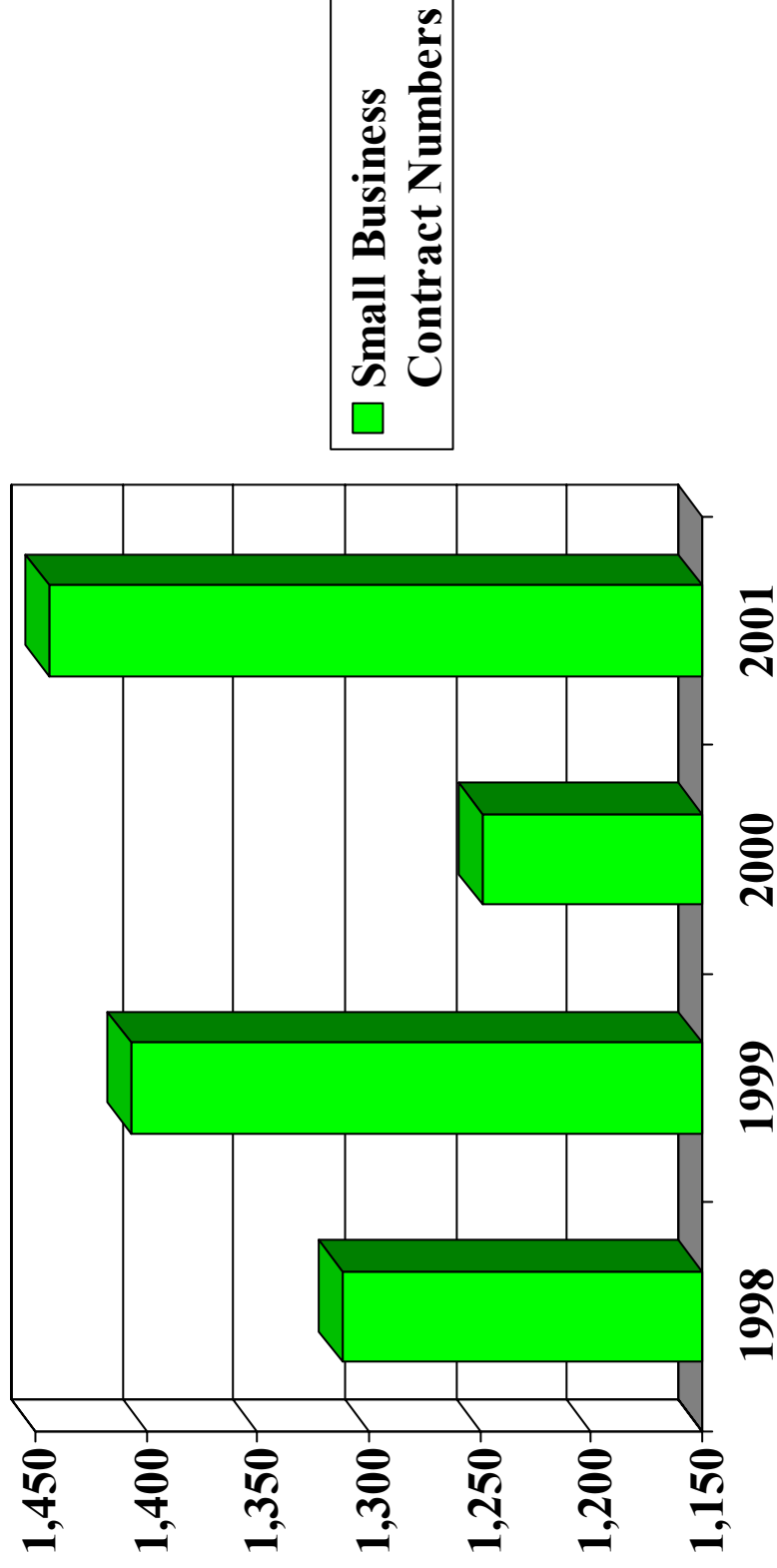
U.S. Department of the Interior

Number of Contracts to Small Disadvantaged Businesses



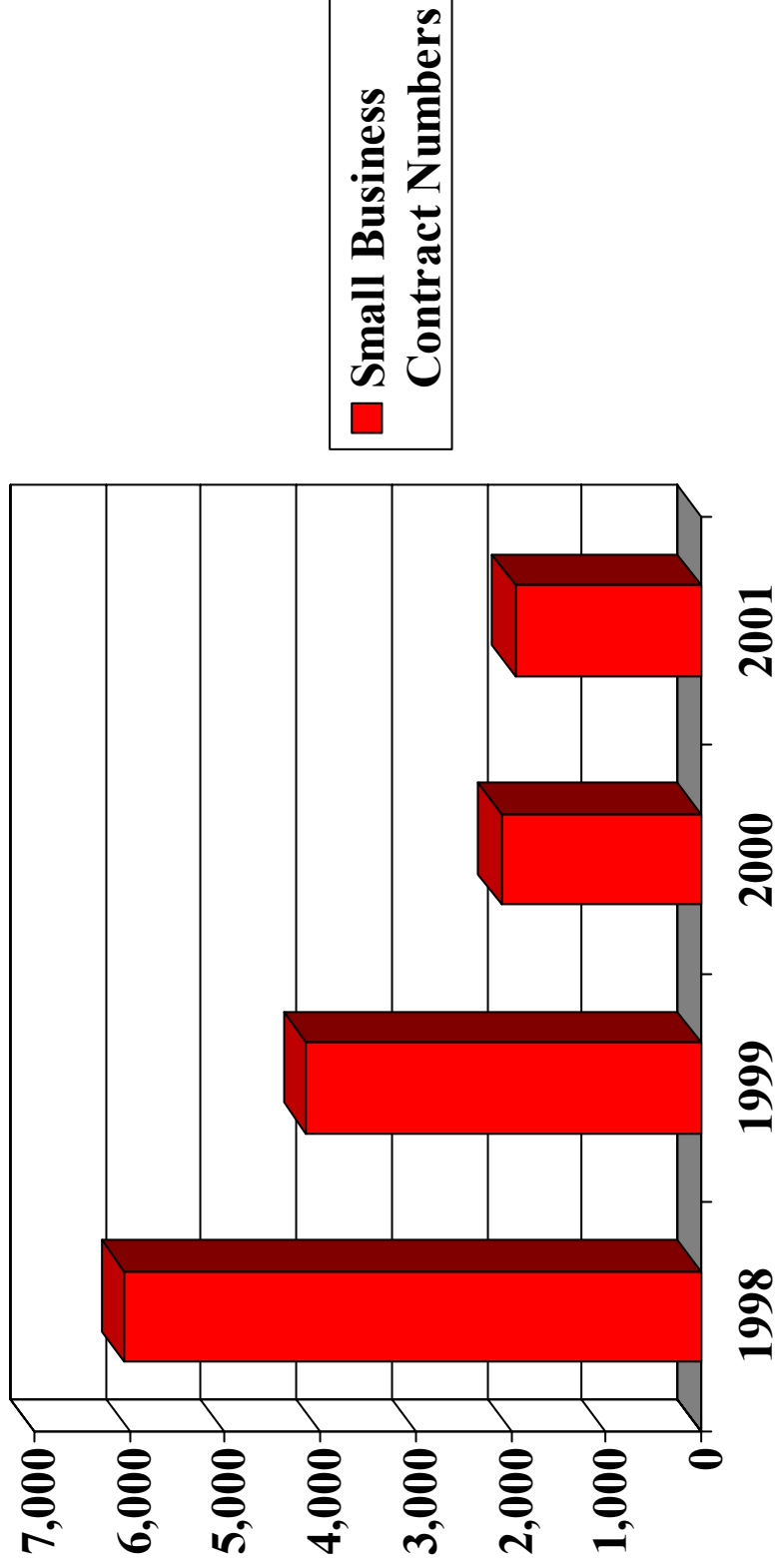
U.S. Department of the Interior

Number of Contracts to 8(a) Firms



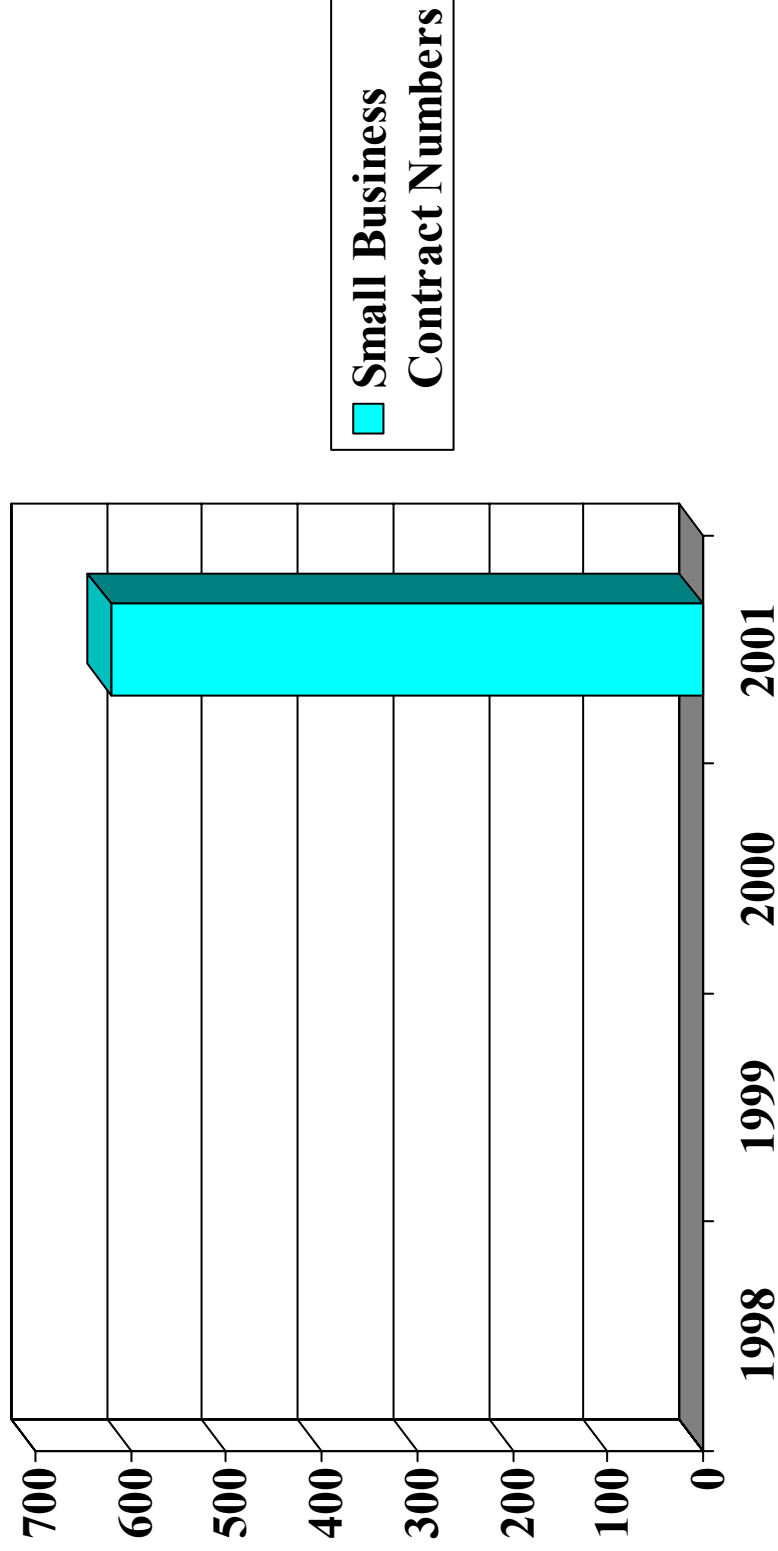
U.S. Department of the Interior

Number of Contracts to Women-Owned Businesses



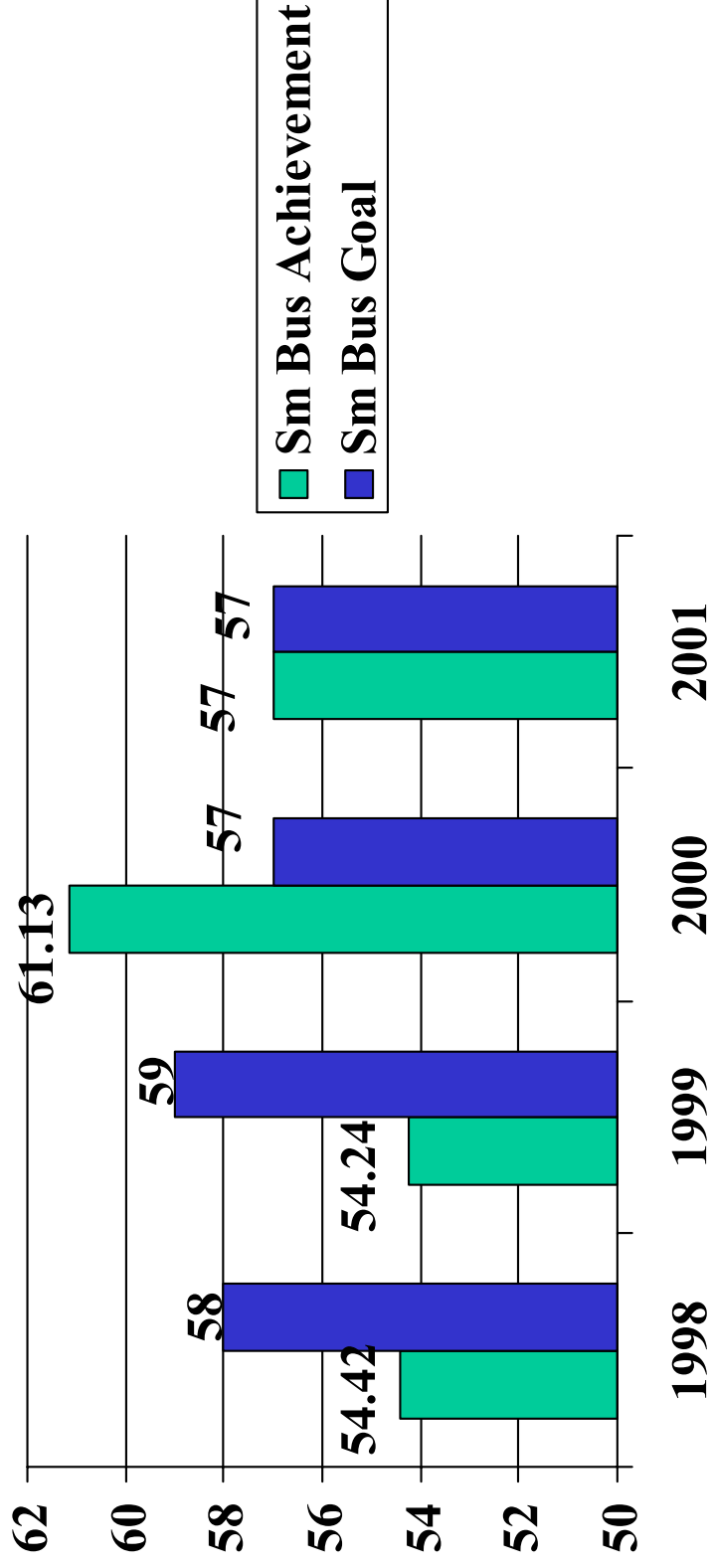
U.S. Department of the Interior

Number of Contracts to HUBZone Businesses



Department of the Interior

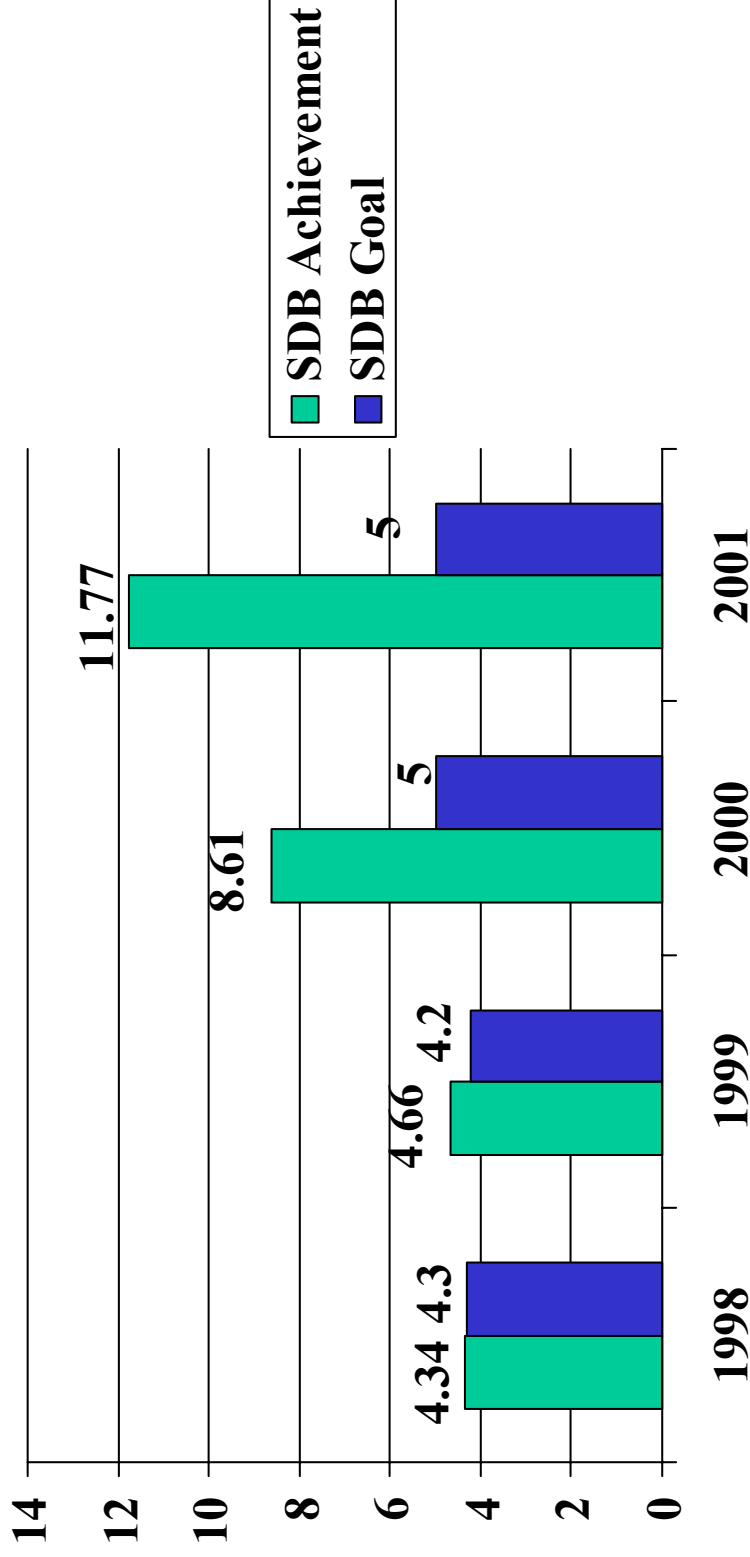
Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

Department of the Interior

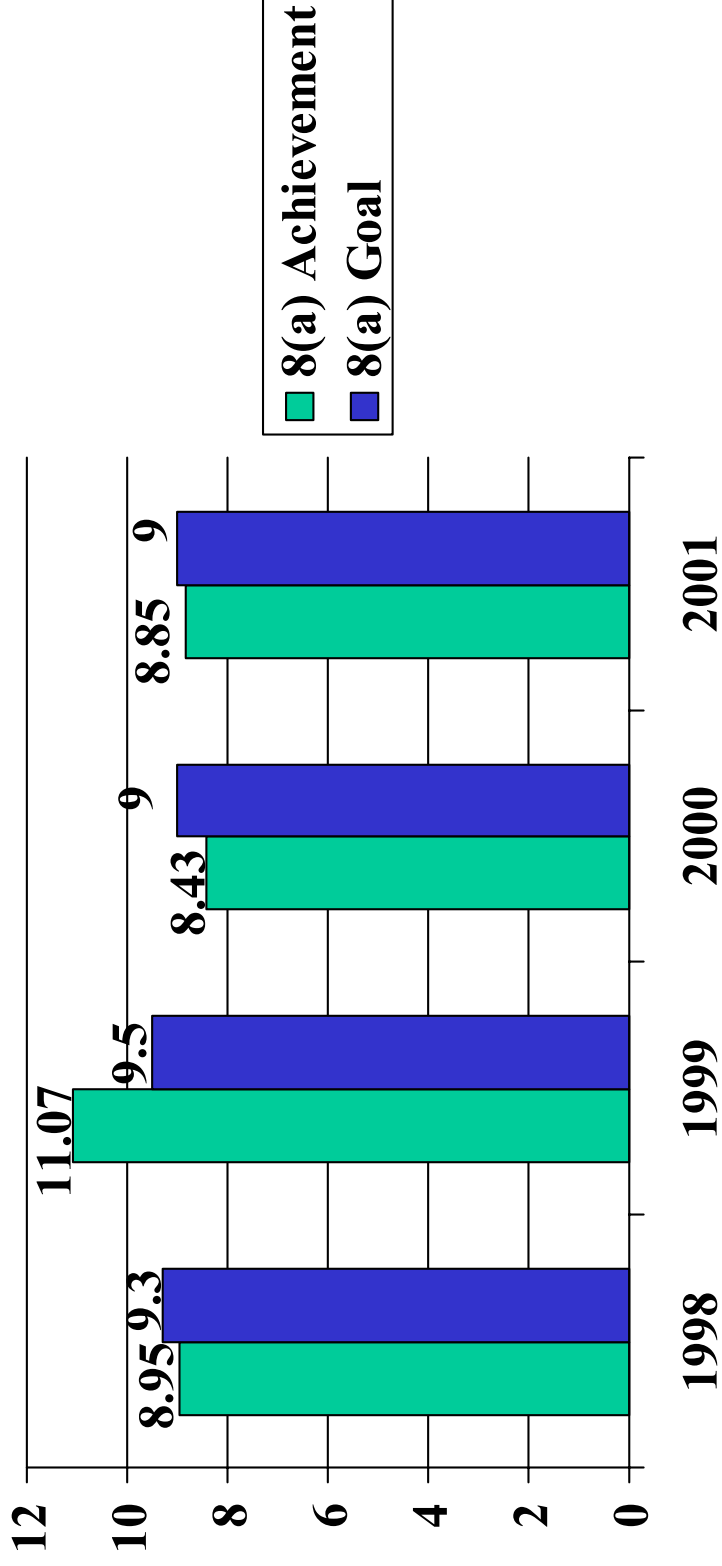
SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Department of the Interior

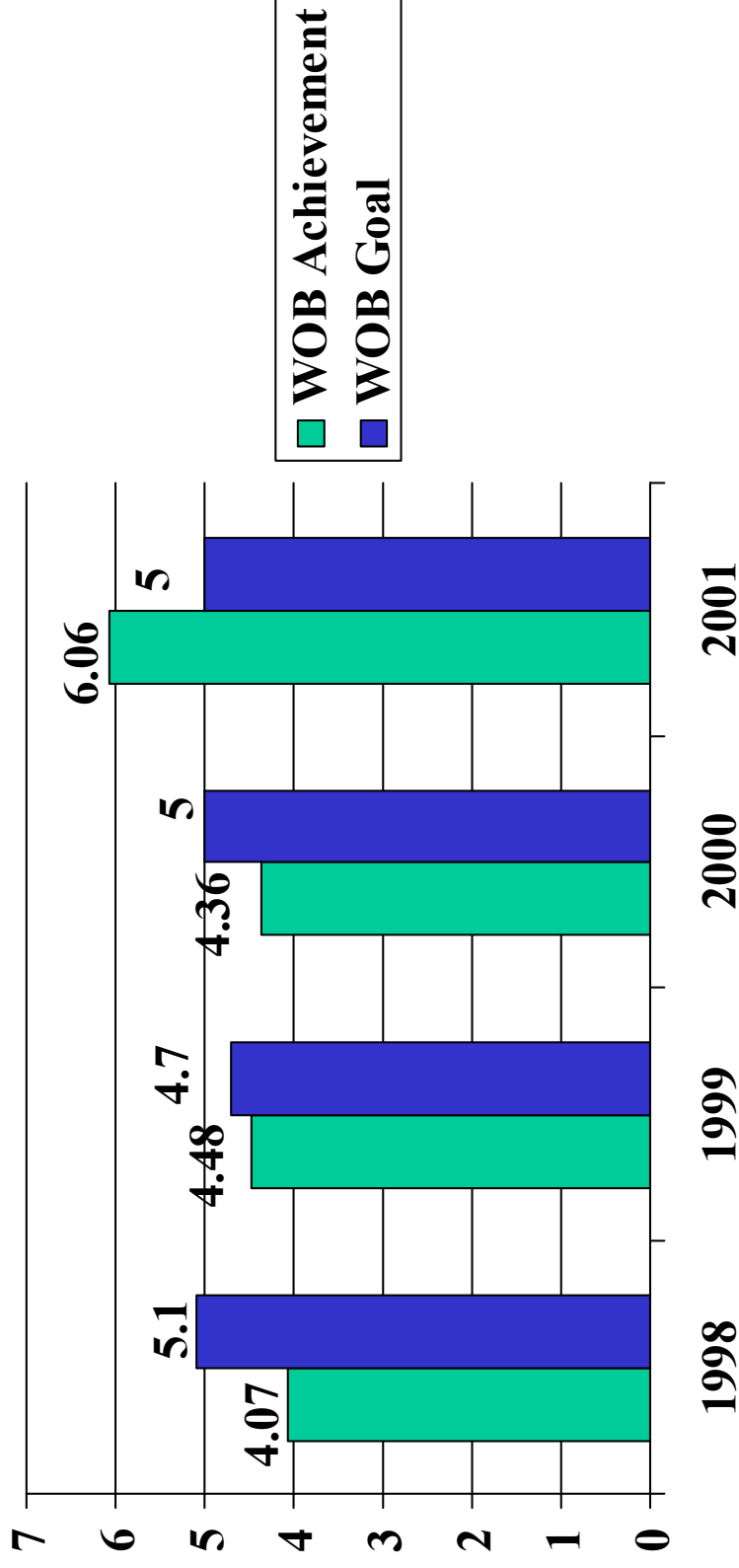
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Department of the Interior

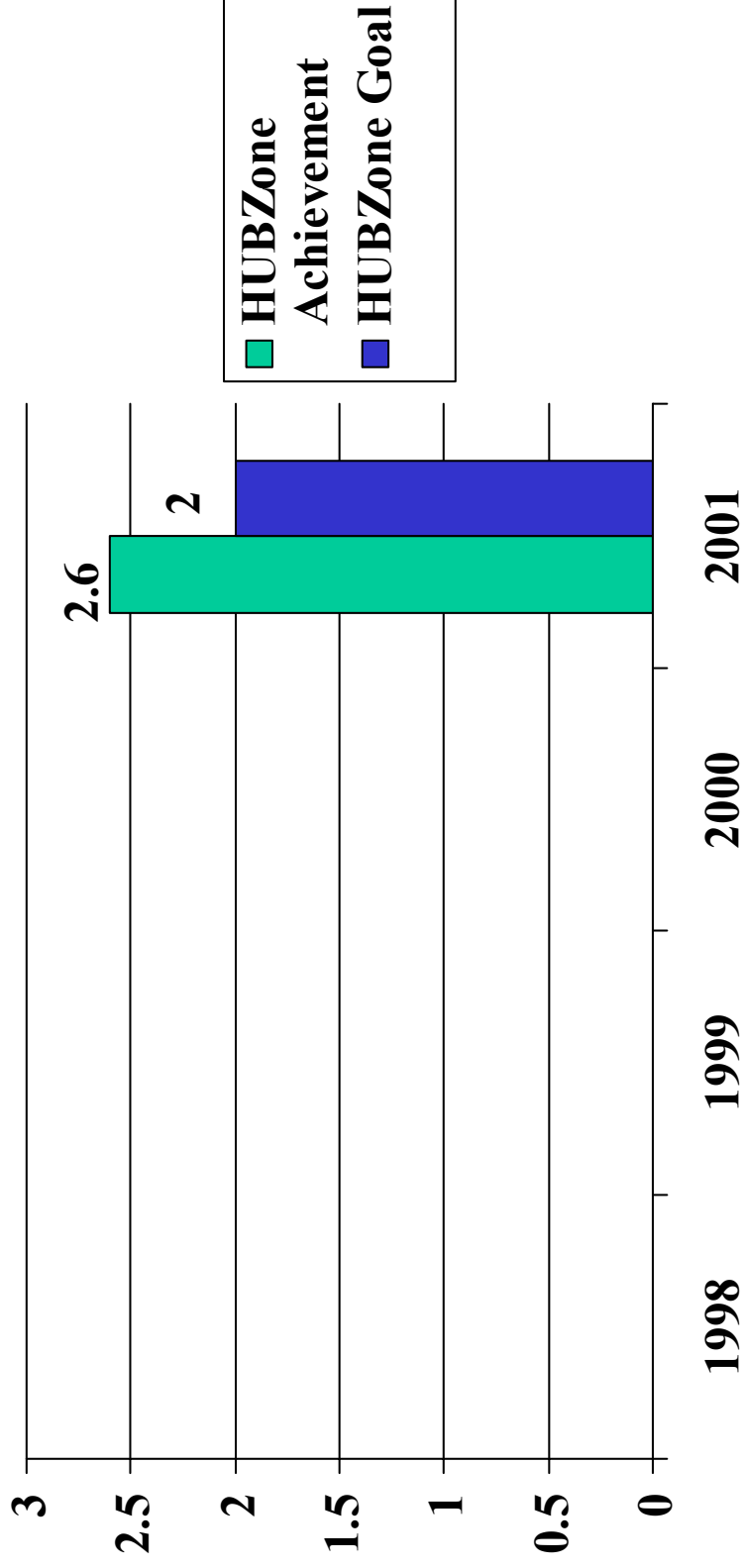
Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Department of the Interior

HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

Department of Commerce

Procurement Dollar Analysis

The Department of Commerce (Commerce) had procurement activity of \$906 million. In 1995, activity increased to \$1.17 billion. A decrease occurred in 1996 and 1997 as follows: 1996 - \$977 million and 1997 - \$905 million. Activity in 1998 increased to \$1.18 billion. In 1999, an increase occurred to \$1.2 billion. In 2000, Commerce showed an increase to \$1.9 billion. Based on 2001 figures, Commerce shows a decrease to \$1.19 billion in procurement volume.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by Commerce increased from 39,785 in 1998 to 34,863 in 1999. In 2000, Commerce awarded 27,697 contracts to small businesses. In 2001, Commerce awarded 19,790 contracts to small businesses. The total percentage decrease from 1998 to 2001 was over 50 percent.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses increased from 1,371 in 1998 to 1,444 in 1999. In 2000, Commerce awarded 1,544 contracts to small disadvantaged businesses. In 2001, Commerce awarded 1,265 contracts to small disadvantaged businesses – a decrease of more than 18 percent in one year.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms by Commerce increased from 1,185 in 1998 to 1,205 in 1999. In 2000, Commerce awarded 616 contracts to 8(a) firms. In 2001, Commerce awarded 527 contracts to 8(a) companies – a decrease of more than 14 percent in one year.

Women-Owned Business

From 1998 to 2000, the number of contracts awarded to women-owned businesses by Commerce increased from 2,386 in 1998 to 2,417 in 1999. In 2000, Commerce awarded 2,821 contracts to women-owned businesses. In 2001, Commerce awarded 1,417 contracts to women-owned businesses – decrease of nearly 50 percent in one year.

HUBZone Small Business Concerns

In 2001, Commerce awarded 35 contracts to HUBZone companies.

Goal Achievement

Small Business Goal

Commerce achieved its goal for doing business with small businesses in 1999, but did not achieve its goal in 1998 or 2000. Based on figures for 2001, Commerce exceeded its goal. Commerce achieved 49.2 percent. Commerce's goal was 40 percent. As Commerce exceeded its goal, the grade will be an "A." For fiscal year 2002 Commerce has a small business goal of 35 percent.

Small Disadvantaged Business Goal

Commerce did not meet its goal for doing business with small disadvantaged businesses in 1998. Commerce exceeded its goal in 1999 and 2000. Based on figures for 2001, Commerce exceeded its small disadvantaged business goal. Commerce achieved 11.78 percent. Commerce's goal was 6 percent. As Commerce exceeded its goal, the grade will be an "A." For fiscal year 2002 Commerce has a small disadvantaged business goal of 13.13 percent.

8(a) Program Goal

Commerce exceeded its 8(a) Program goal in 1998. Commerce did not achieve its goal from 1999 to 2000. Based on figures for 2001, Commerce did not achieve its 8(a) goal. Commerce achieved 6.97 percent. Commerce's goal was 12 percent. As Commerce achieved 58.1 percent of its goal, the grade will be an "F." Commerce has an 8(a) Program goal for fiscal year 2002 of 6.56 percent.

Women-Owned Business Goal

Commerce did not meet its women-owned business goal in 1998. Commerce exceeded its goal in 1999 and 2000. Based on figures for 2001, Commerce exceeded its goal. Commerce achieved 8.79 percent. Commerce's goal was 5 percent. As Commerce exceeded its goal, the grade will be an "A." Commerce has a women-owned business goal of 6.28 percent for fiscal year 2001.

HUBZone Small Business Concern Goal

Commerce did not achieve its HUBZone goal in 2001. Commerce achieved 0.56 percent. Commerce's goal was 2 percent. As Commerce achieved 28 percent of its goal, the grade will be an "F." Commerce has a HUBZone business goal of 2.5 percent for fiscal year 2002.

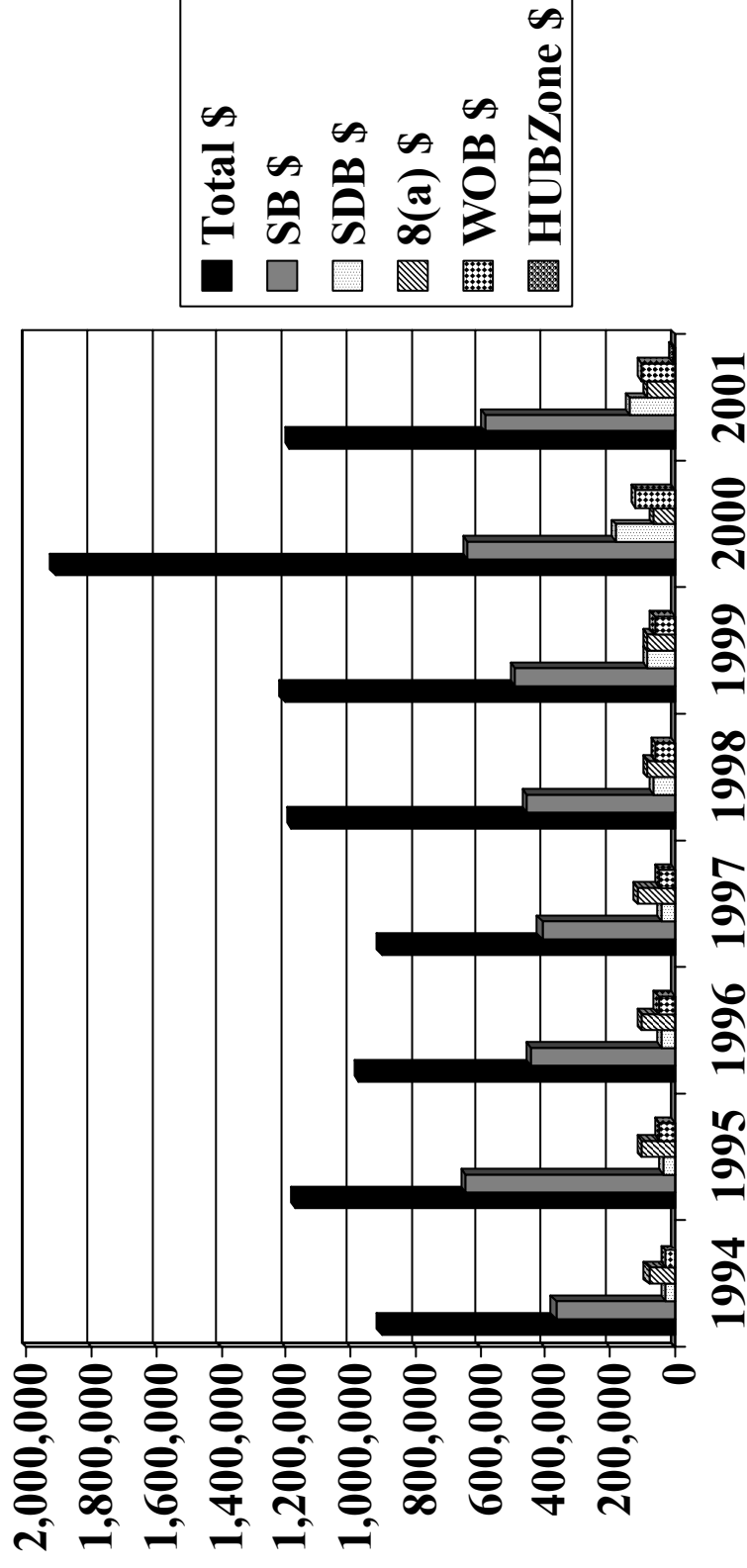
Overall Grade

Small Business Goal	A 4 points
Small Disadvantaged Business Goal	A 4 points
8(a) Program Goal	F 0 points
Women-Owned Business Goal	A 4 points
HUBZone Goal	F 0 points
Average Grade	C 2.4 points

With an “A” in the Small Business Goal, an “A” in the Small Disadvantaged Business Goal, an “F” in the 8(a) Program goal, an “A” in the Women-Owned Business Goal, and an “F” in the HUBZone Goal, with all categories weighed equally, the U.S. Department of Commerce has an overall point total of 2.4 points, for a grade of “C.”

Department of Commerce

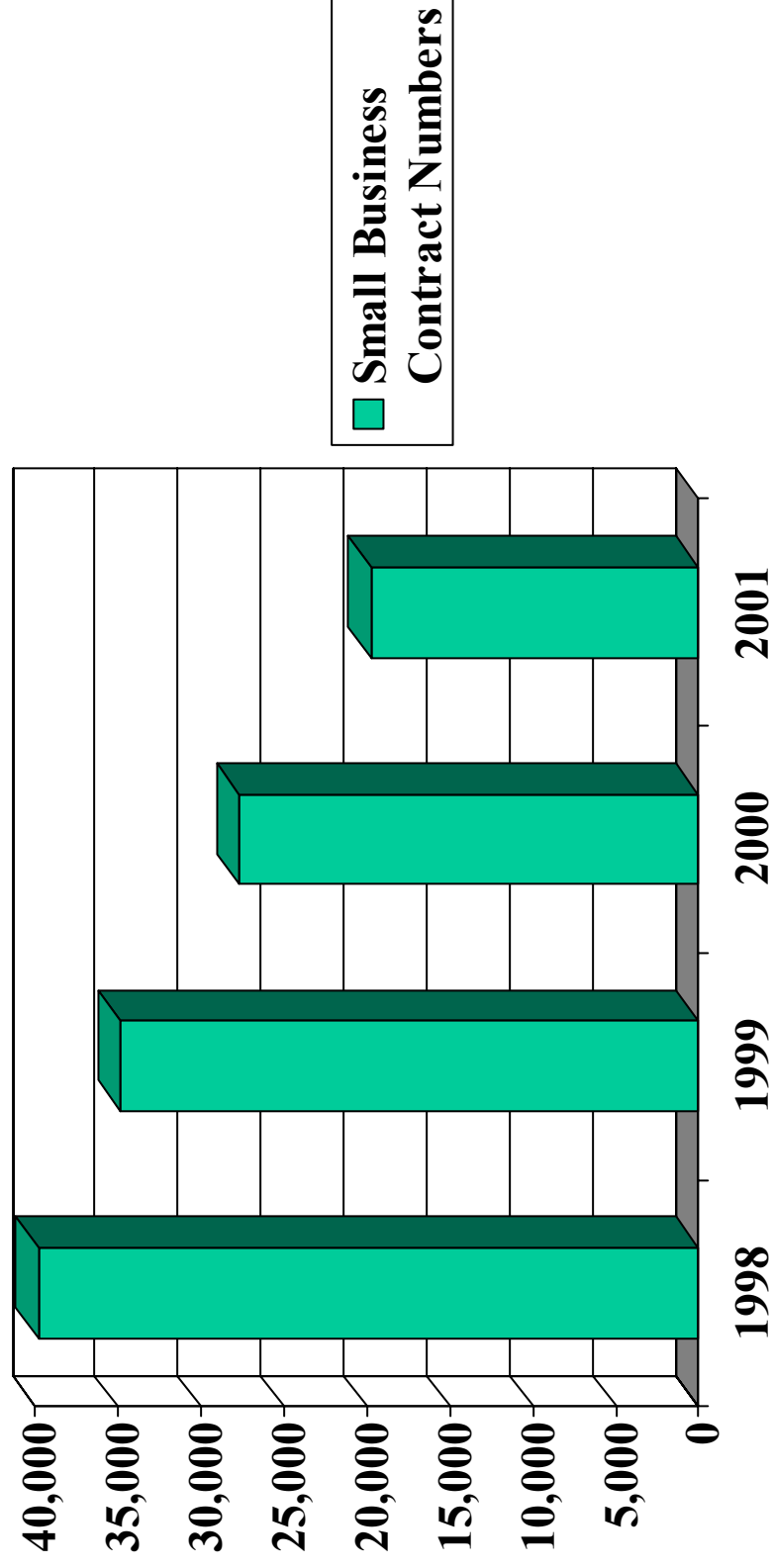
Procurement Dollars



Dollars are expressed in millions.

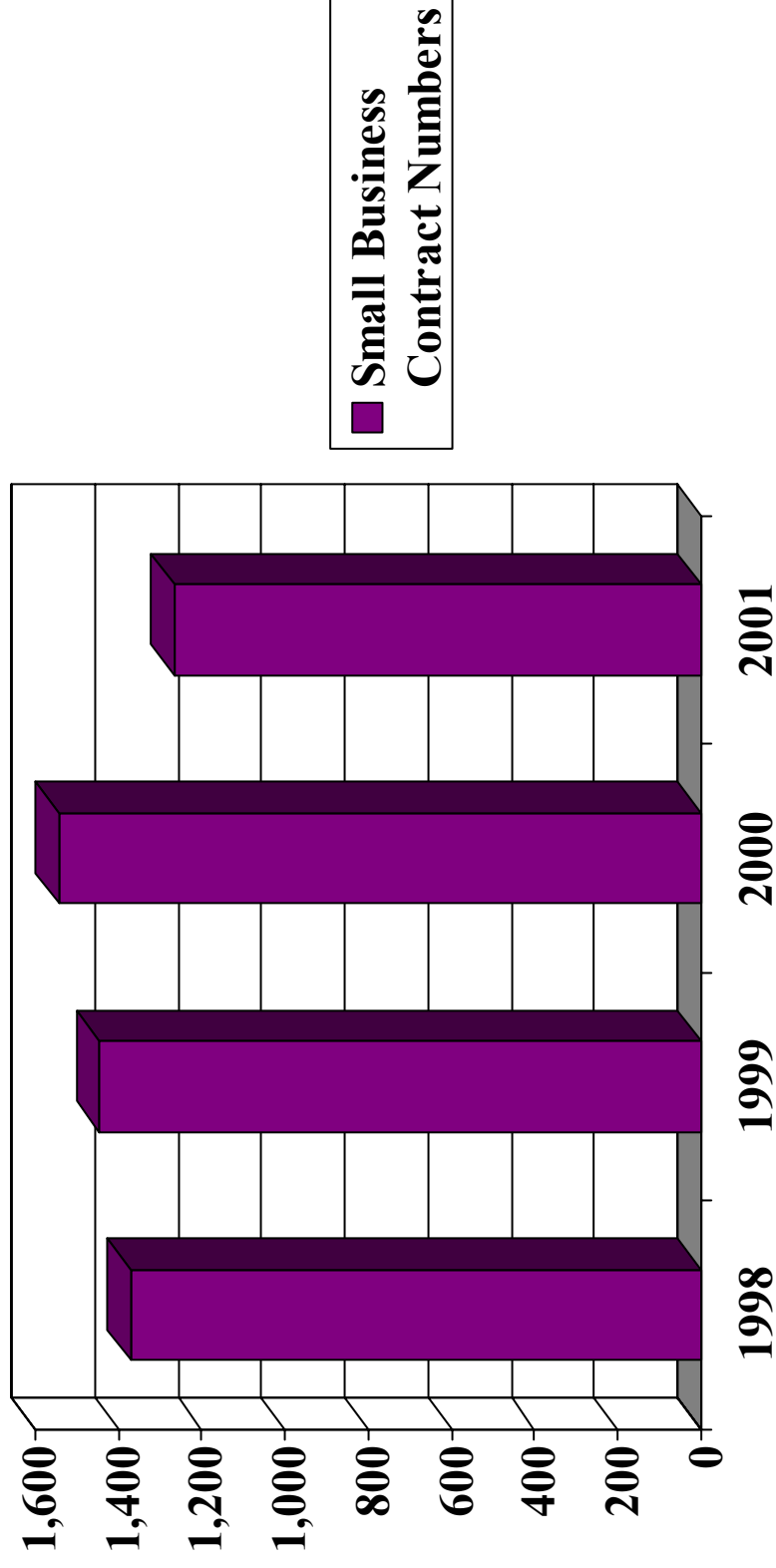
U.S. Department of Commerce

Number of Contracts to Small Businesses



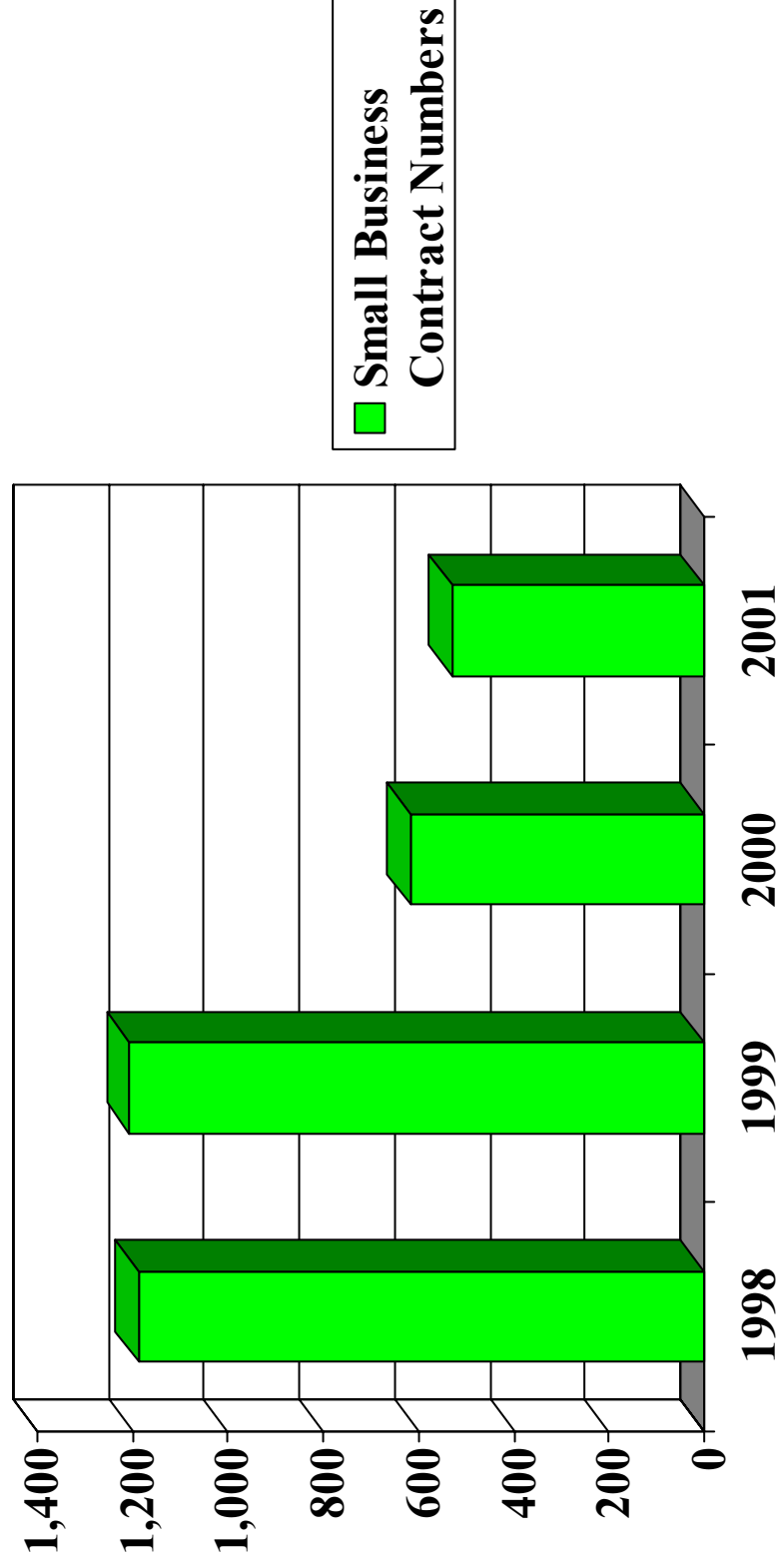
U.S. Department of Commerce

Number of Contracts to Small Disadvantaged Businesses



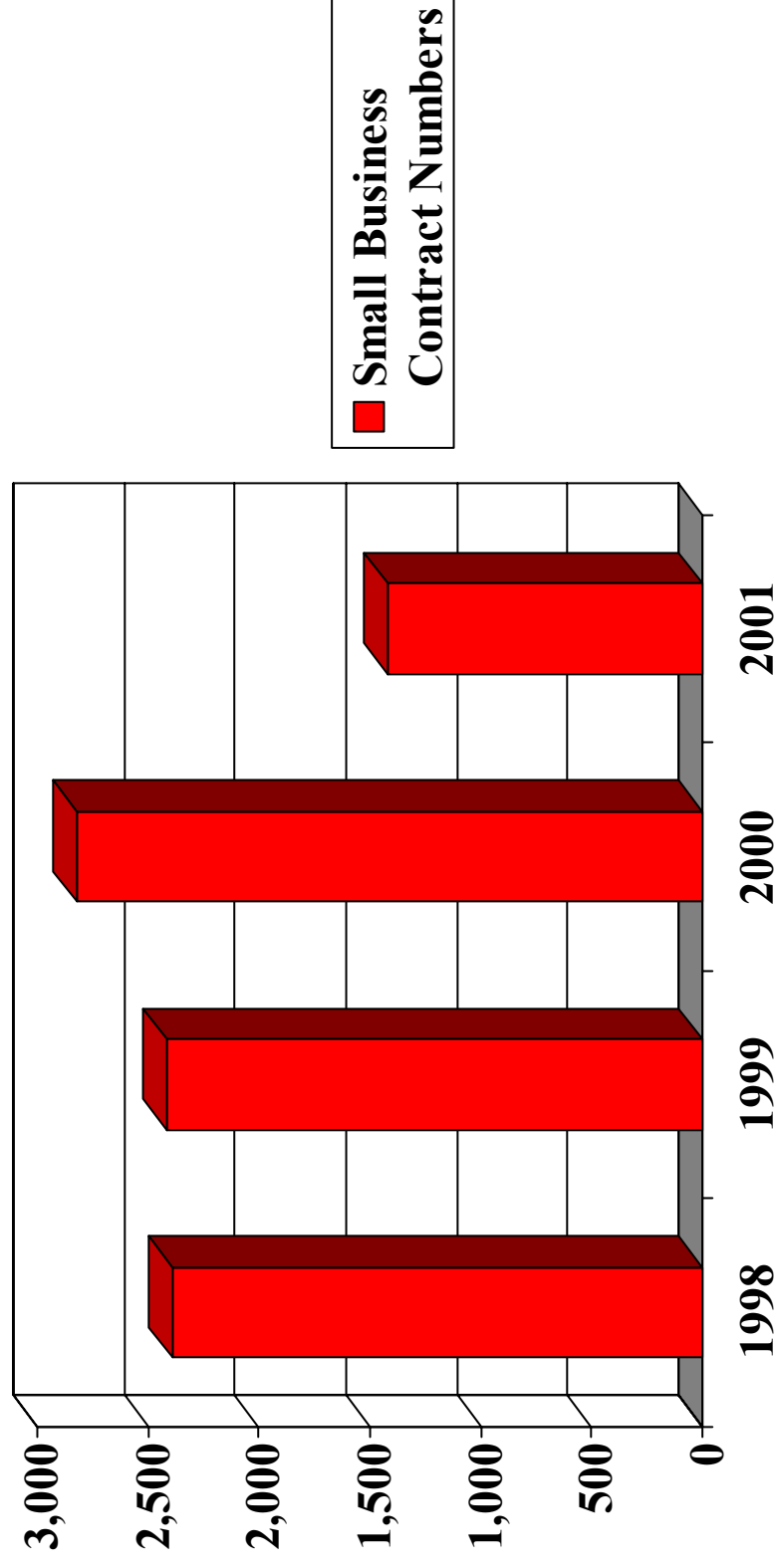
U.S. Department of Commerce

Number of Contracts to 8(a) Firms



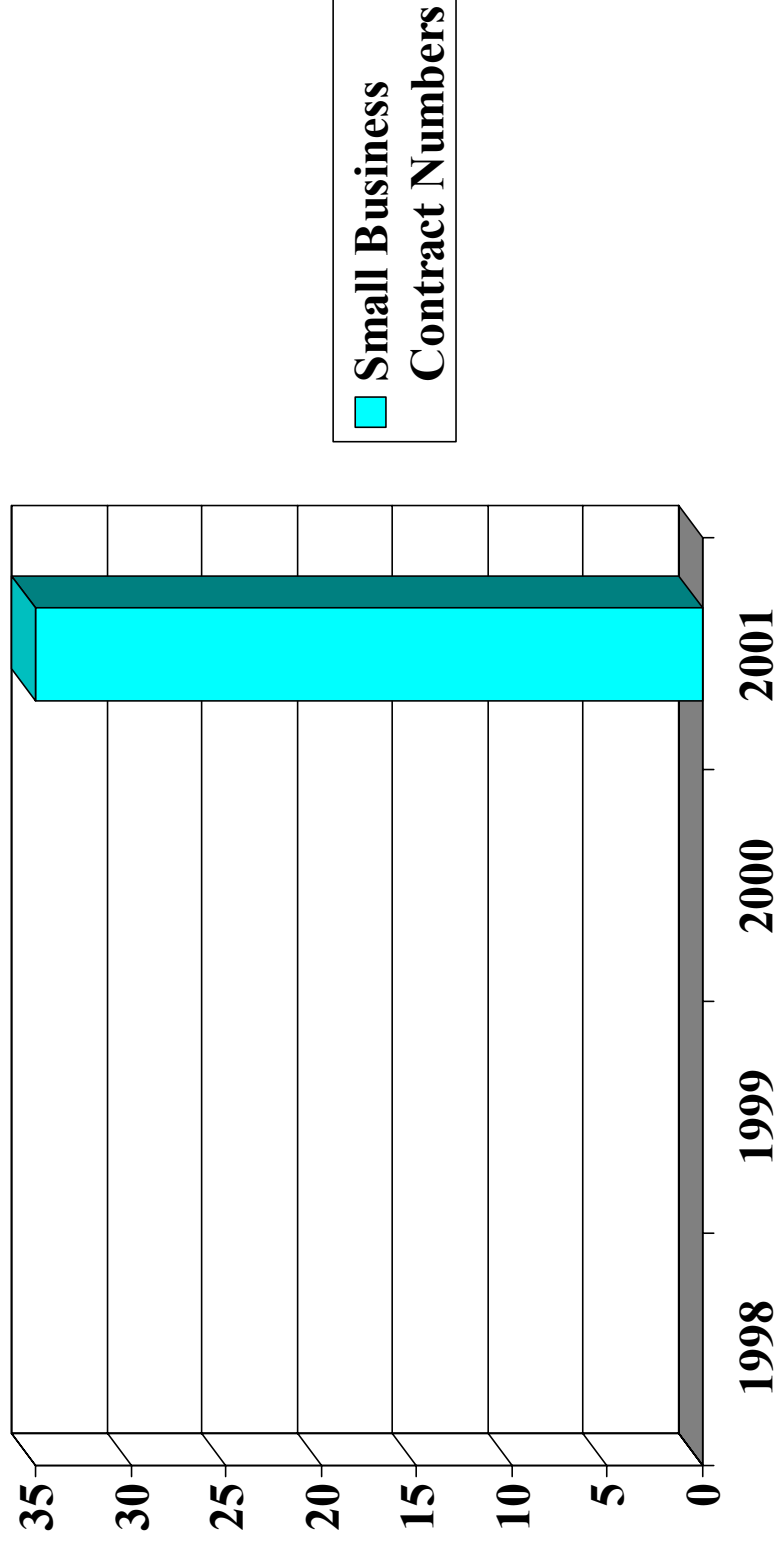
U.S. Department of Commerce

Number of Contracts to Women-Owned Businesses



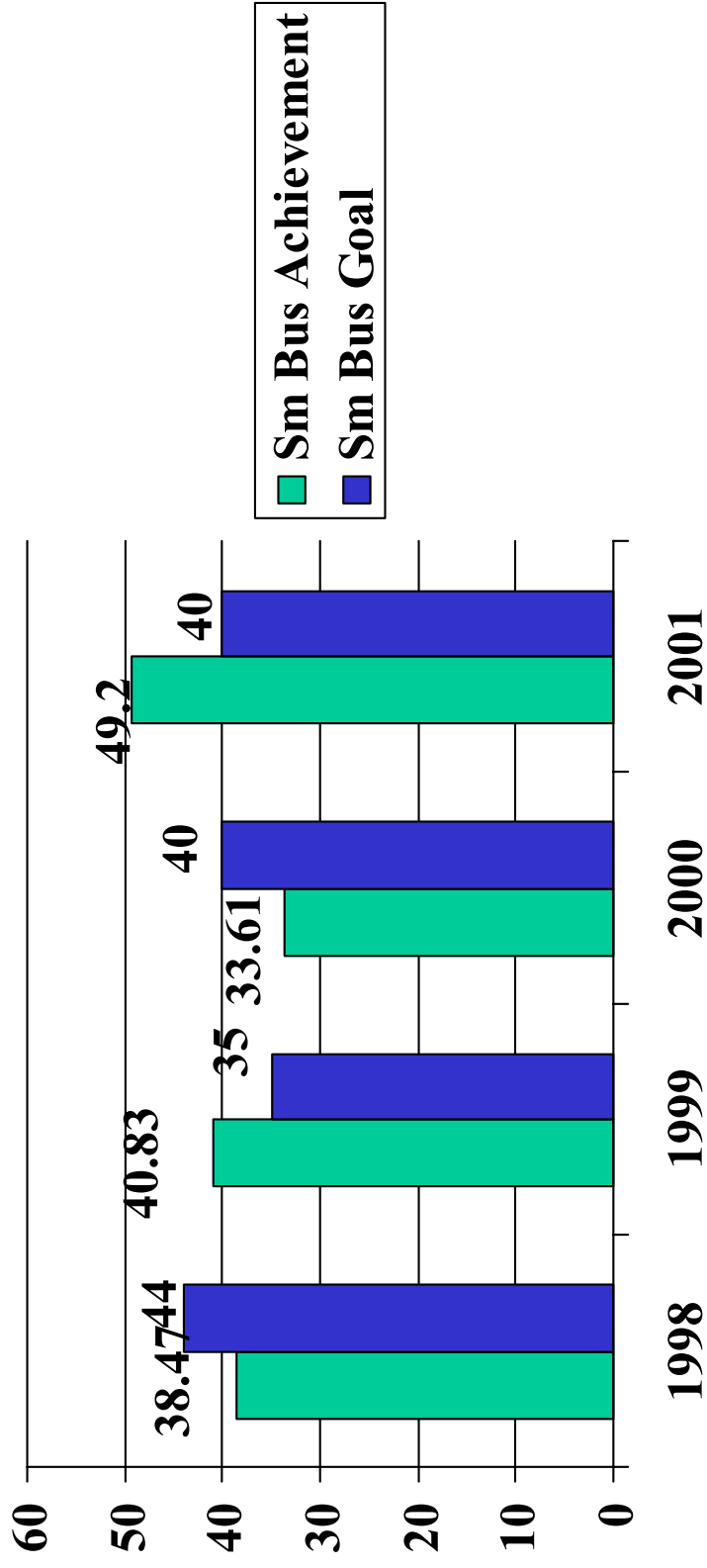
U.S. Department of Commerce

Number of Contracts to HUBZone Businesses



Department of Commerce

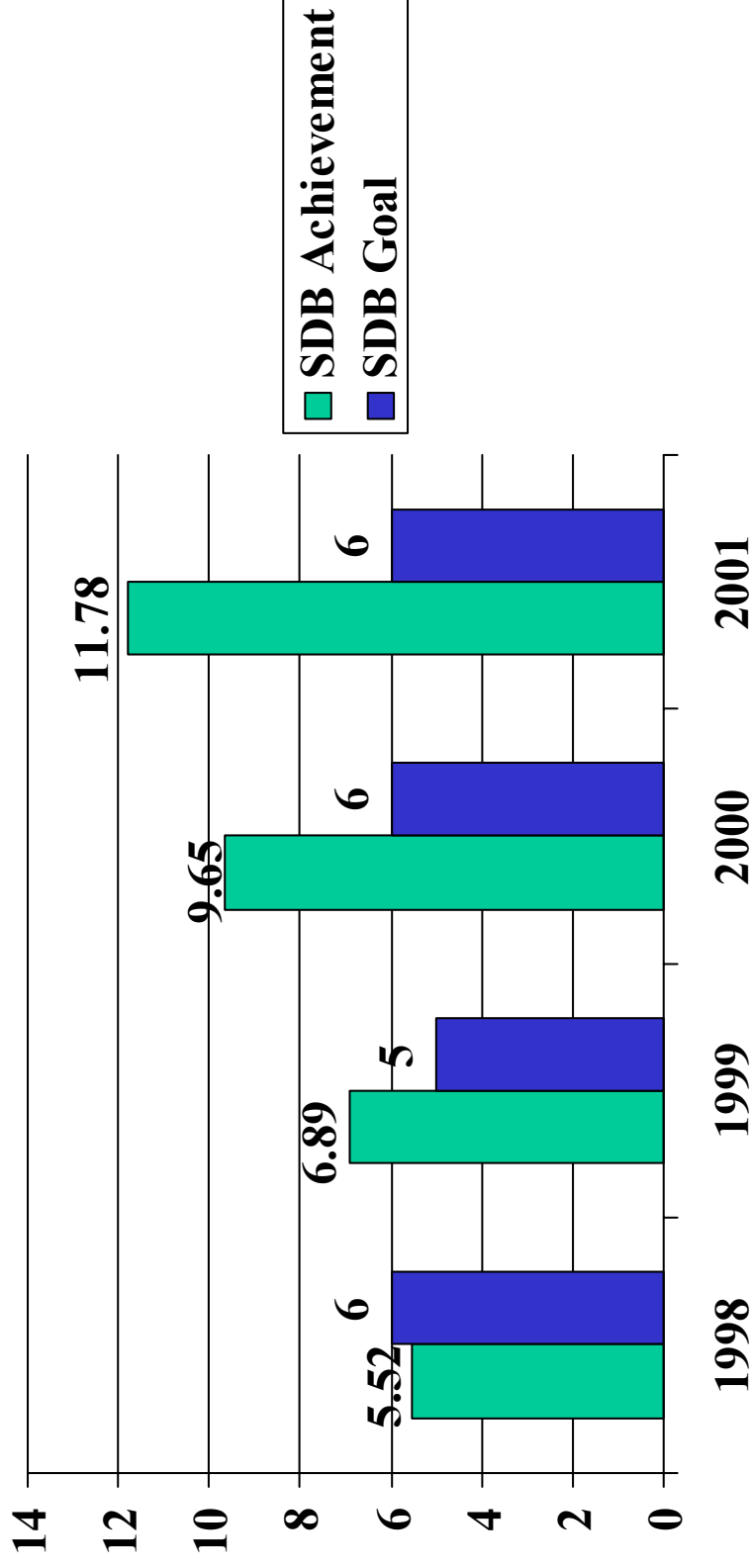
Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

Department of Commerce

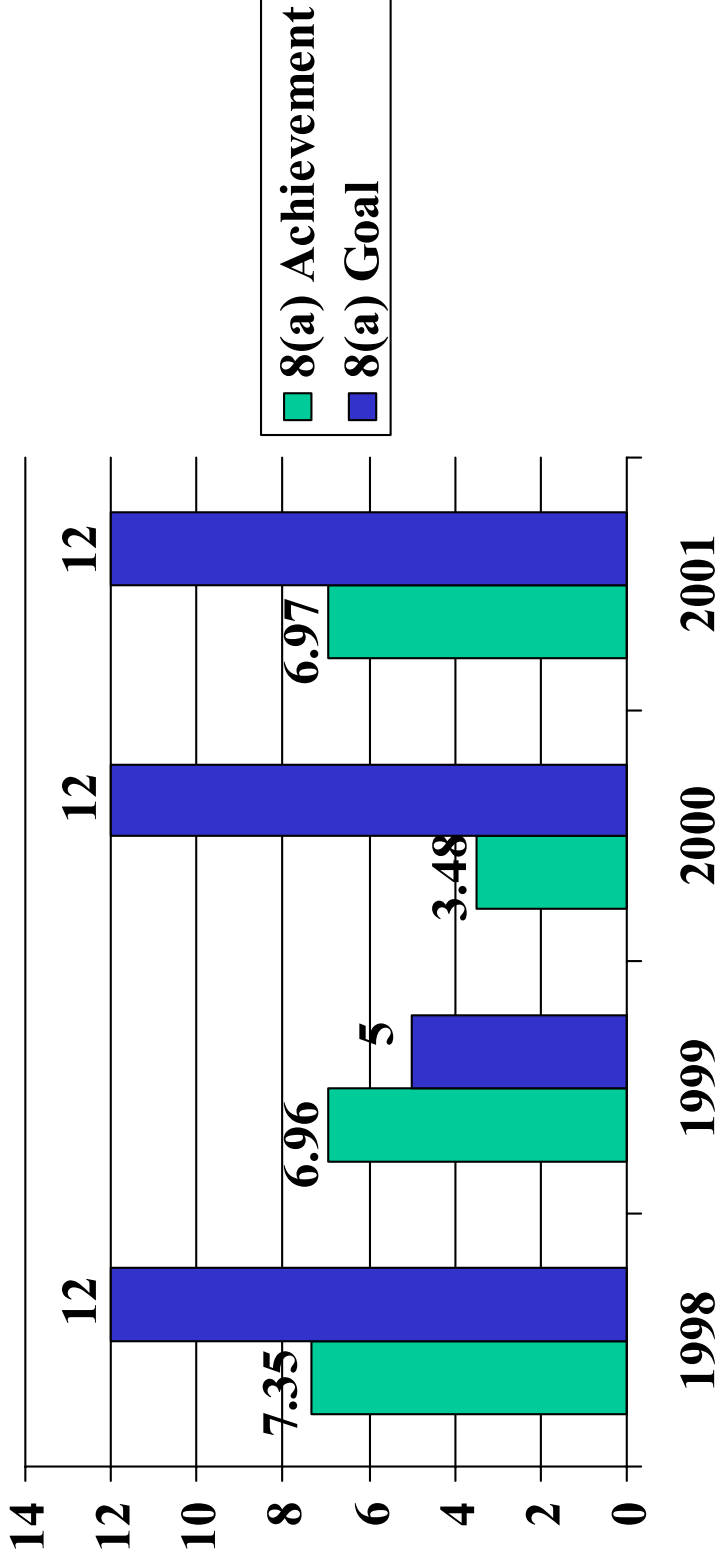
SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Department of Commerce

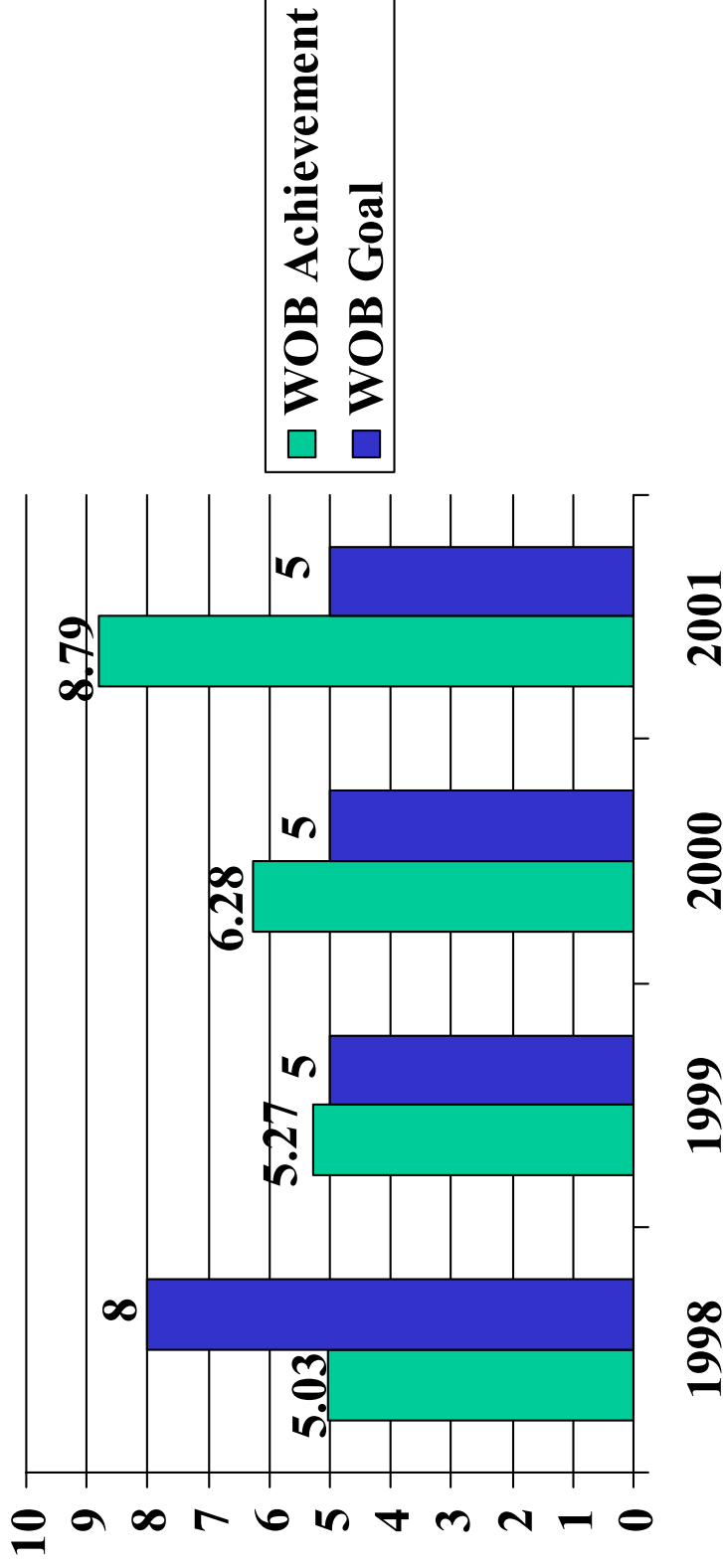
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Department of Commerce

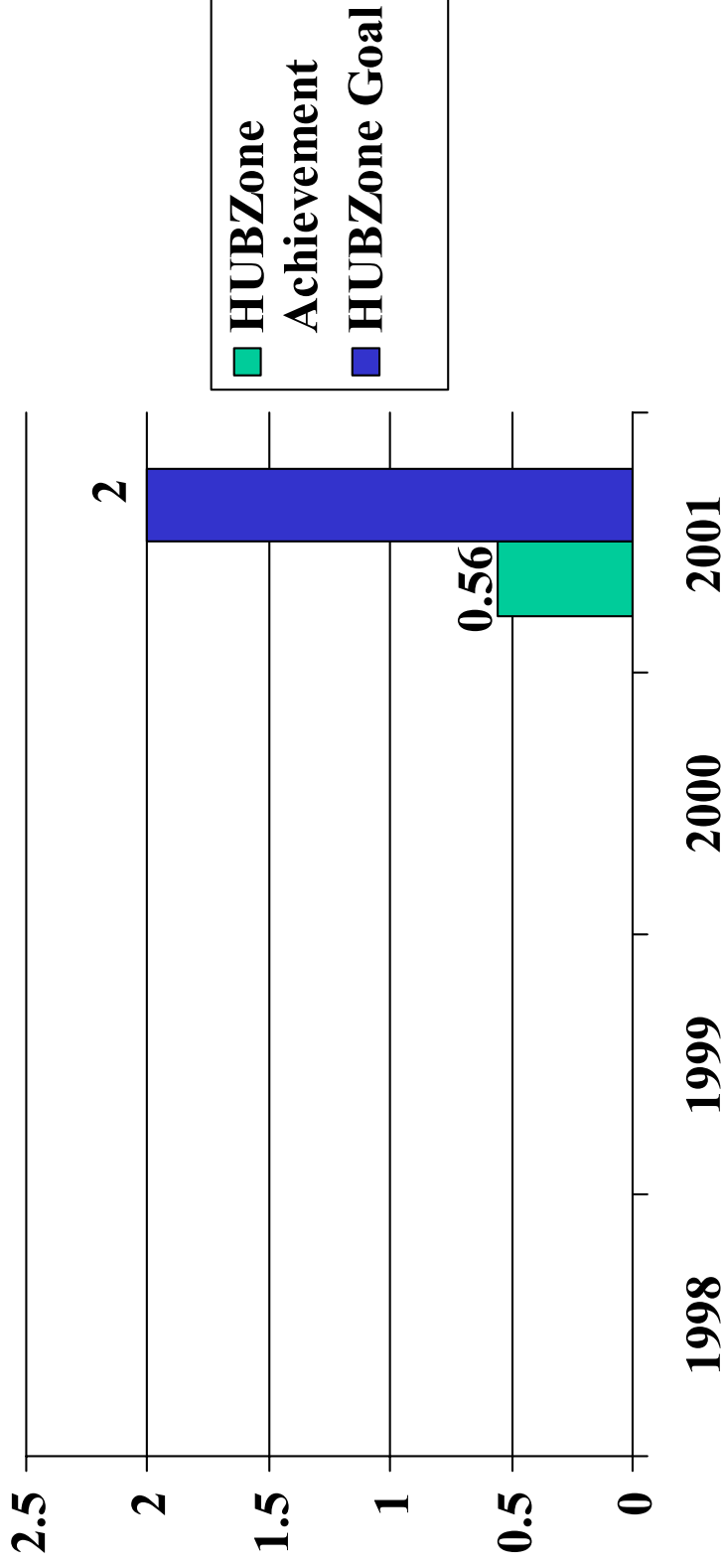
Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Department of Commerce

HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

Department of State

Procurement Dollar Analysis

The Department of State (State) had procurement activity of \$602.4 million in 1994. An increase occurred in 1995 to \$662.2 million. A decrease occurred in 1996 to \$536.8 million. Increases again occurred in 1997 and 1998 as follows: 1997 - \$557.9 million and 1998 - \$565.7 million. In 1999, State showed an increase in procurement activity to \$902.9 million. Based on 2000 figures, State again showed an increase in procurement activity to \$1,543.4 million. In 2001, State had a slight decrease to \$1,501.5 million in procurement volume.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by State increased from 5,988 in 1998, to 12,221 in 1999. In 2000, State awarded 11,569 contracts to small businesses. In 2001, State awarded 15,935 contracts to small businesses.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses by State increased from 1,303 in 1998 to 1,631 in 1999. In 2000, State awarded 1,703 contracts to small disadvantaged businesses. In 2001, State awarded 2,569 contracts to small disadvantaged businesses.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms by State increased from 494 in 1998 to 768 in 1999. In 2000, State awarded 510 contracts to 8(a) firms. In 2001, State awarded 1,217 contracts to 8(a) companies.

Women-Owned Business

From 1998 to 1999, the number of contracts awarded to women-owned businesses increased from 2,450 in 1998 to 2,758 in 1999. In 2000, State awarded 2,559 contracts to women-owned businesses. In 2001, State awarded 3,273 contracts to women-owned businesses.

HUBZone Small Business Concerns

In 2001, State awarded 28 contracts to HUBZone companies.

Goal Achievement

Small Business Goal

State did not achieve its small business goal in 1998, but achieved its goal in 1999 and 2000. Based on figures for 2001, State exceeded its small business goal. State achieved 38.62 percent versus a 36.5 percent goal. Normally the grade would be an “A.”

	1998	1999	2000	2001
SB Goal	43.9	35	36.5	36.5
SB Achievement	41.87	49.14	42.45	38.62

Based on the first three years of this study, the average achievement was 44.5 percent. The average goal over the same period was 38.5 percent. As State has an unreasonably low goal for 2001, the letter grade would normally be dropped to a “B.” However, as State set an unreasonably low goal for the past two years, State will be further downgraded to a “C.” For fiscal year 2002, State has a small business goal of 40 percent.

Small Disadvantaged Business Goal

State did not meet its goal for doing business with small disadvantaged businesses in 1998 and 1999. State achieved its goal in 2000. Based on figures for 2001, State achieved its small disadvantaged business goal. State achieved 9.87 percent versus a 4 percent goal. As State exceeded its goal, the grade would normally be an “A.” However, as State’s goal of 4 percent was less than the statutory goal of 5 percent, State will be downgraded to a “B.” Additionally, as State’s goal was less than the statutory 5 percent for the past two years, State will be downgraded to a “C.” For fiscal year 2002, State has a small disadvantaged business goal of 13 percent.

8(a) Program Goal

State exceeded its 8(a) Program goal from 1998 through 2000. Based on figures for 2001, State did not achieve its 8(a) Program goal. State achieved 8.01 percent. State's goal was 8.8 percent. As State achieved 91 percent, normally the grade would be an "A."

	1998	1999	2000	2001
8(a) Goal	8.8	8.8	8.8	8.8
8(a) Achievement	12.29	21.59	14.46	8.01

Based on the first three years of this study, the average achievement was over 16 percent. The average goal over the same period was 8.8 percent. Therefore, the letter grade would normally be dropped to a "B." However, as State set an unreasonably low goal for the past two years, State will be further downgraded to a "C." For fiscal year 2002, State has an 8(a) Program goal of 6.5 percent.

Women-Owned Business Goal

State achieved its women-owned business goal in 1998 and 1999, but did not achieve its goal in 2000. Based on figures for 2001, State did not achieve its goal. State achieved 3.81 percent. State's goal was 5 percent. As State achieved 76.2 percent of its goal, the grade will be a "C." State has a women-owned business goal for fiscal year 2002 of 5 percent.

HUBZone Small Business Concern Goal

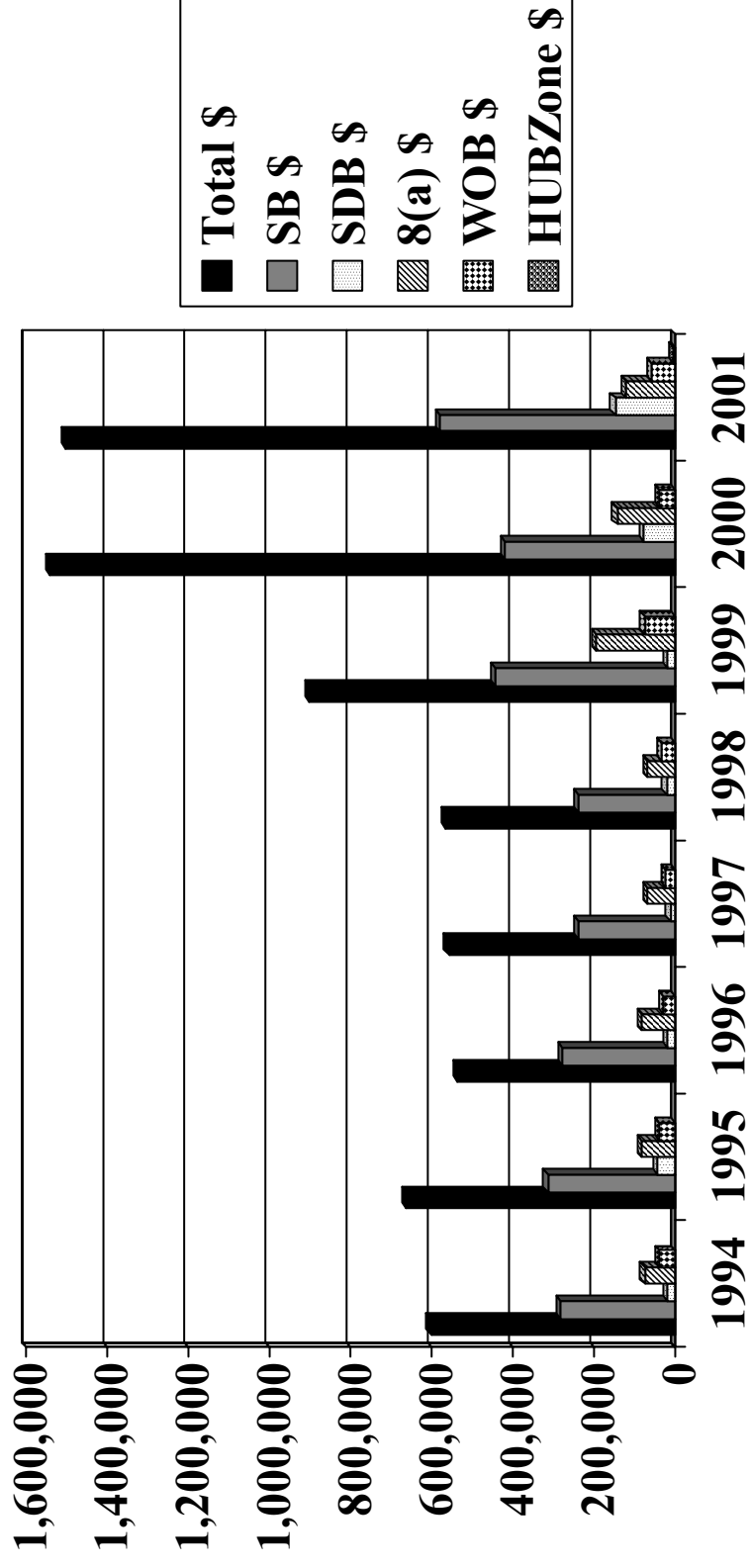
State did not achieve its HUBZone goal in 2001. State achieved 0.38 percent. State's goal was 2 percent. As State achieved 19 percent of its goal, the grade will be an "F." State has a HUBZone business goal of 2.5 percent for fiscal year 2002.

Overall Grade

Small Business Goal	C 2 points
Small Disadvantaged Business Goal	C 2 points
8(a) Program Goal	C 2 points
Women-Owned Business Goal	C 2 points
HUBZone Goal	F 0 points
Average Grade	D 1.6 points

With a “C” in the Small Business Goal, a “C” in the Small Disadvantaged Business Goal, a “C” in the 8(a) Program goal, a “C” in the Women-Owned Business Goal, and an “F” in the HUBZone Goal, with all categories weighed equally, the Department of State has an overall point total of 1.6 points, for a grade of “D.”

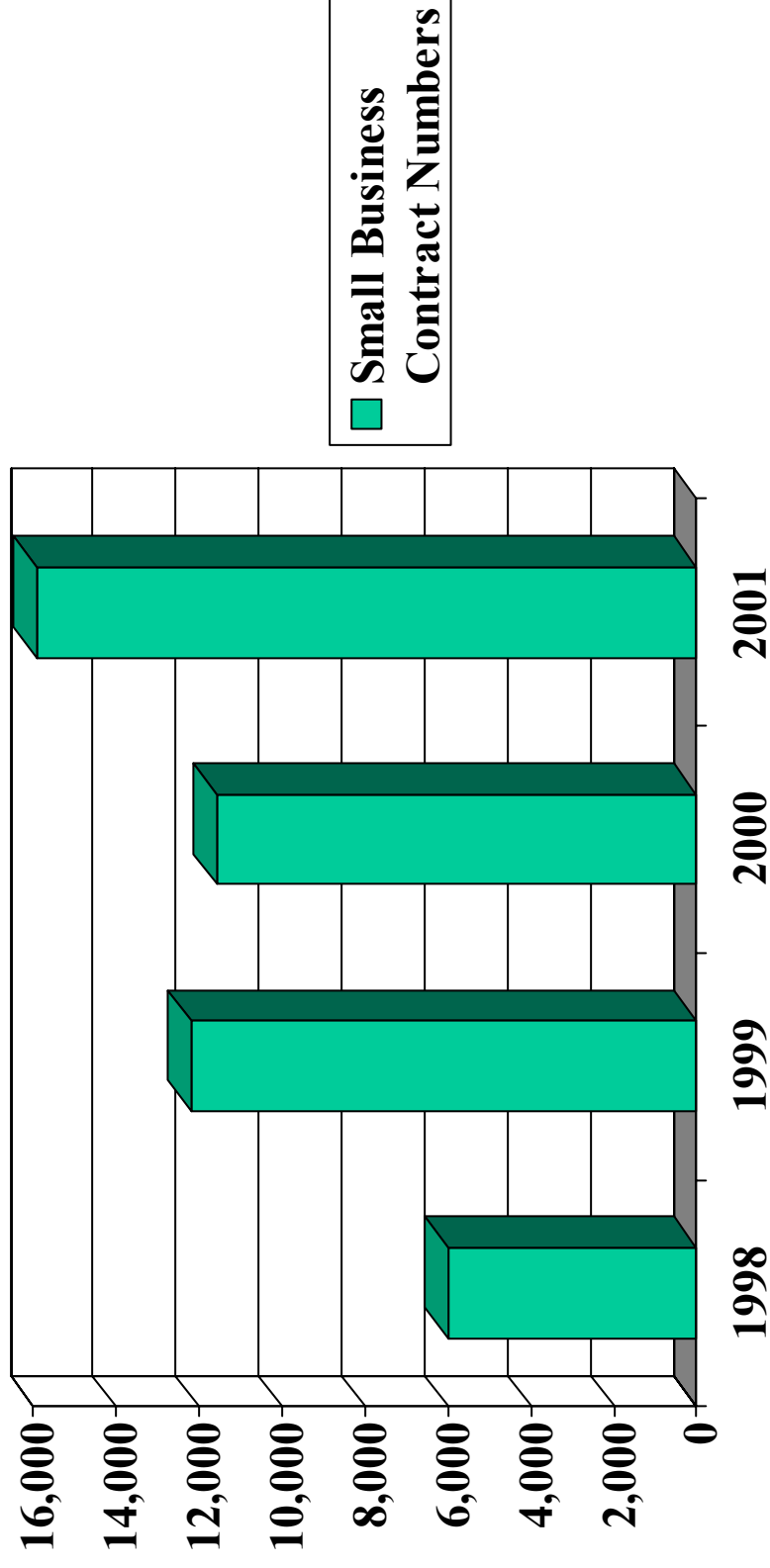
Department of State Procurement Dollars



Dollars are expressed in millions.

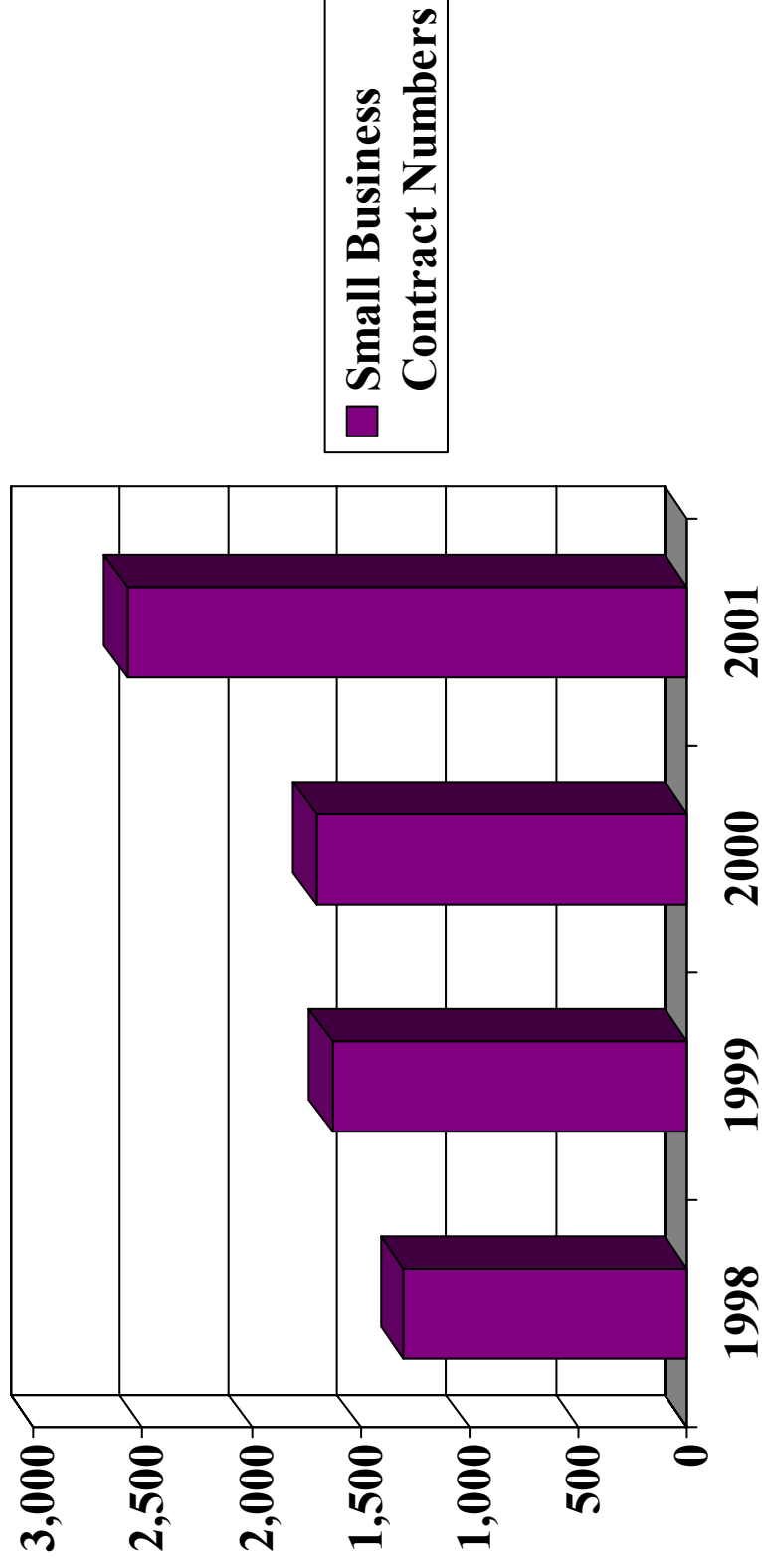
U.S. Department of State

Number of Contracts to Small Businesses



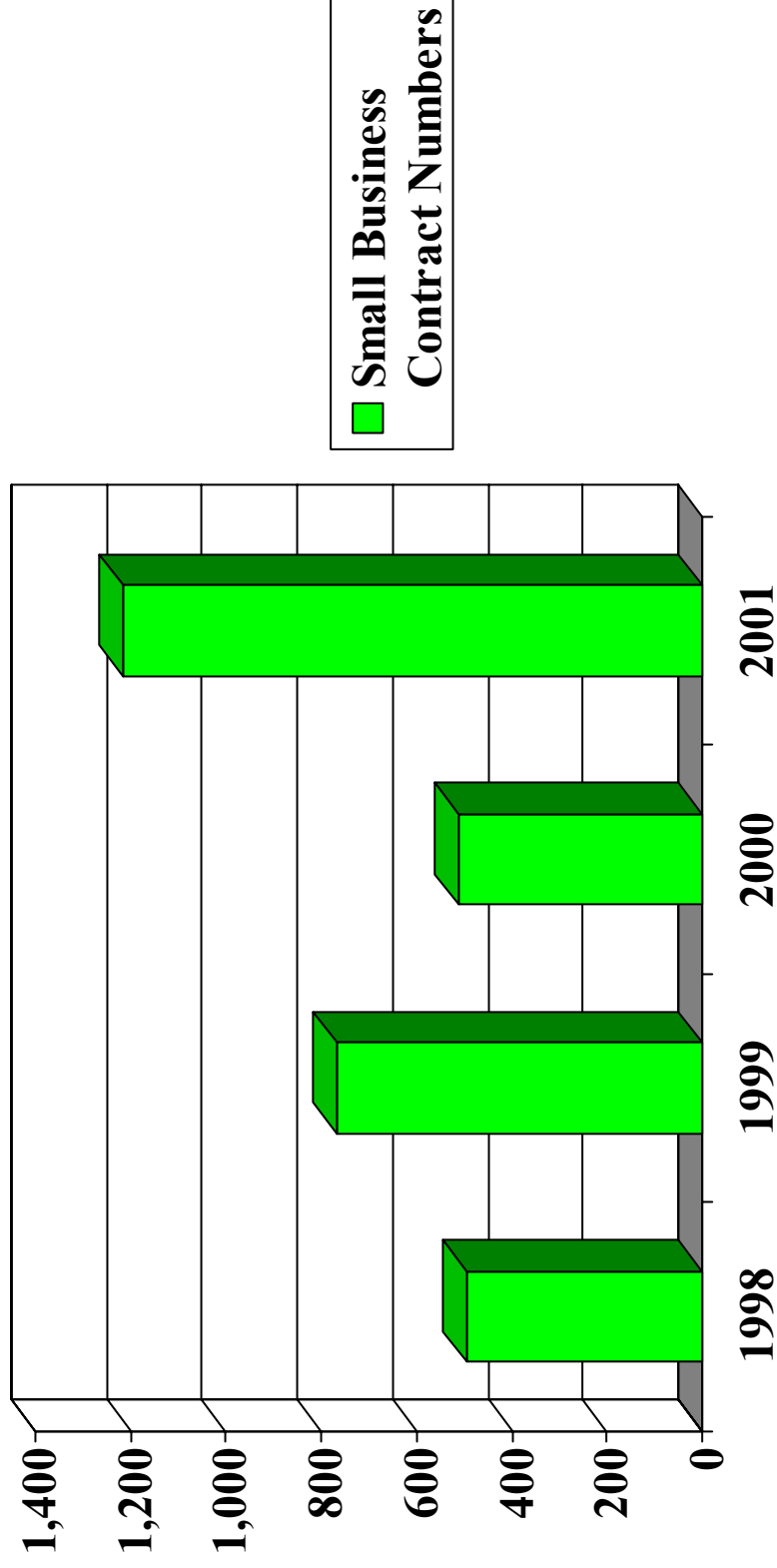
U.S. Department of State

Number of Contracts to Small Disadvantaged Businesses



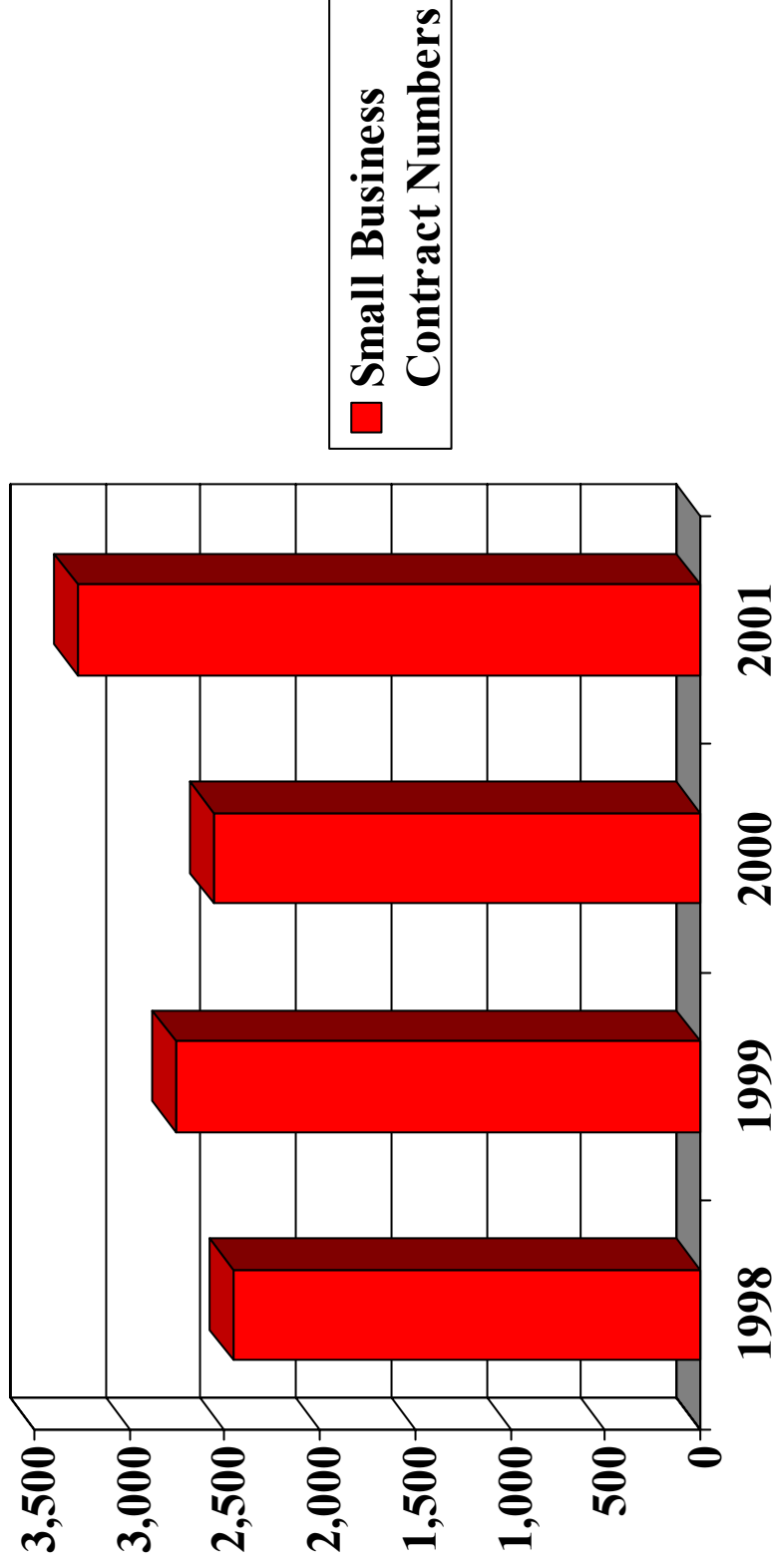
U.S. Department of State

Number of Contracts to 8(a) Firms



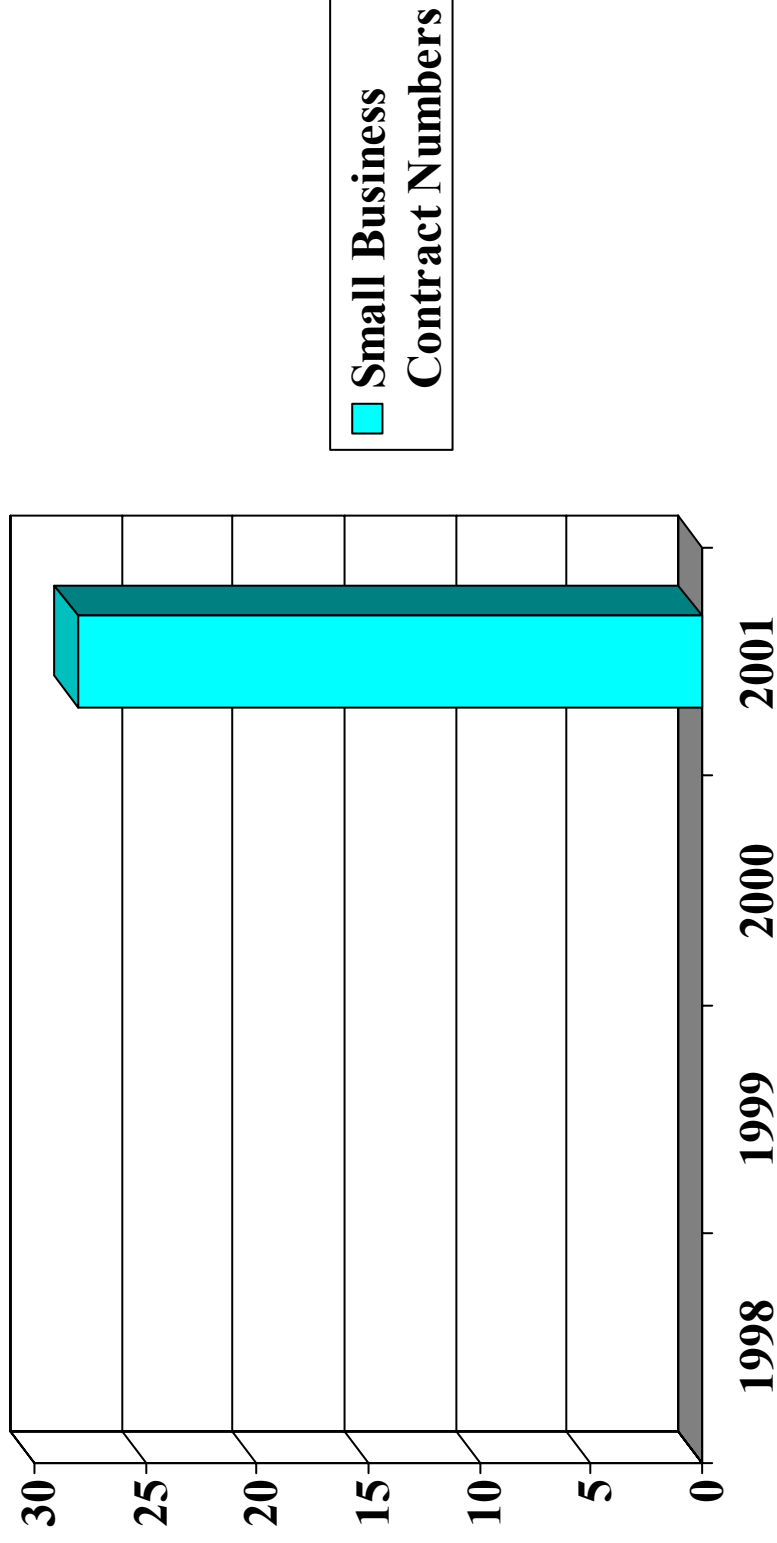
U.S. Department of State

Number of Contracts to Women-Owned Businesses



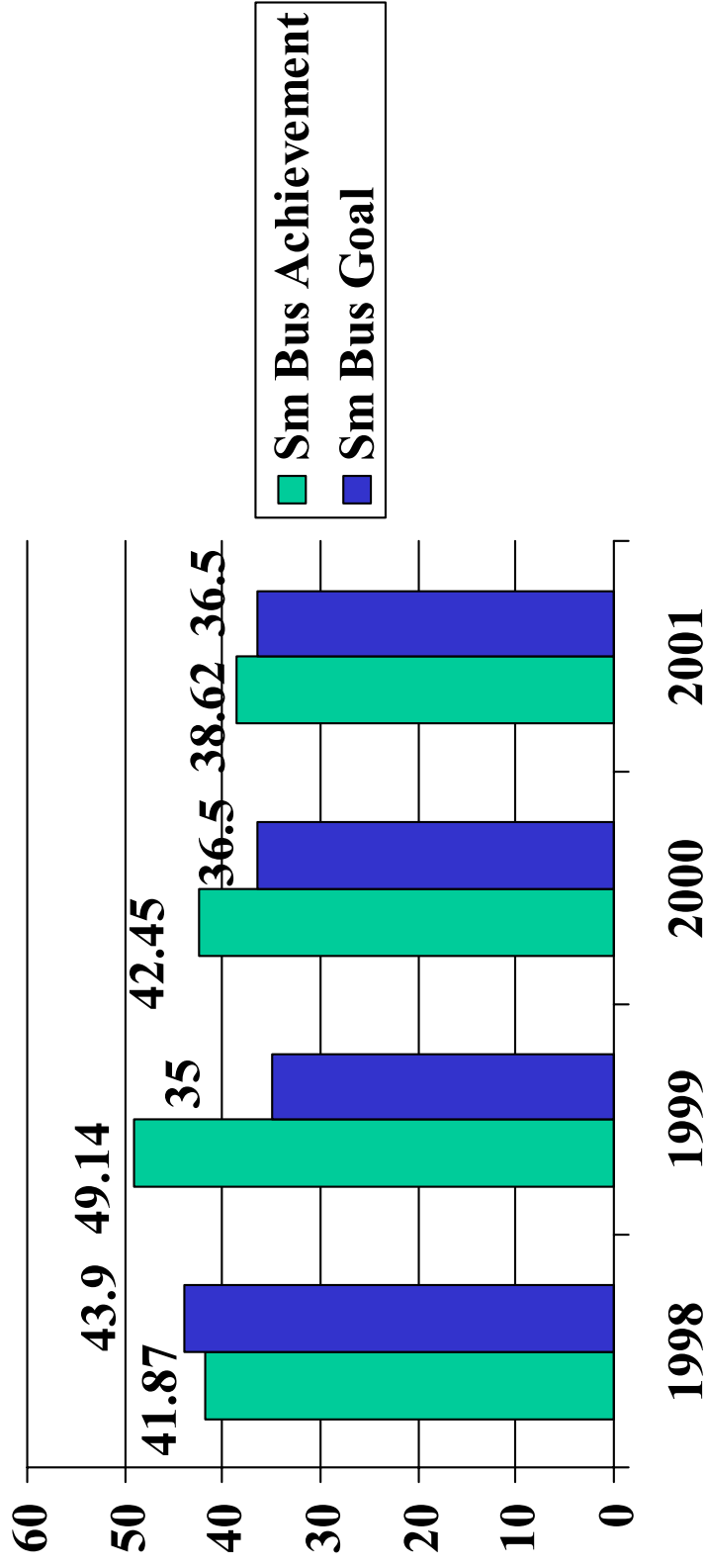
U.S. Department of State

Number of Contracts to HUBZone Businesses



Department of State

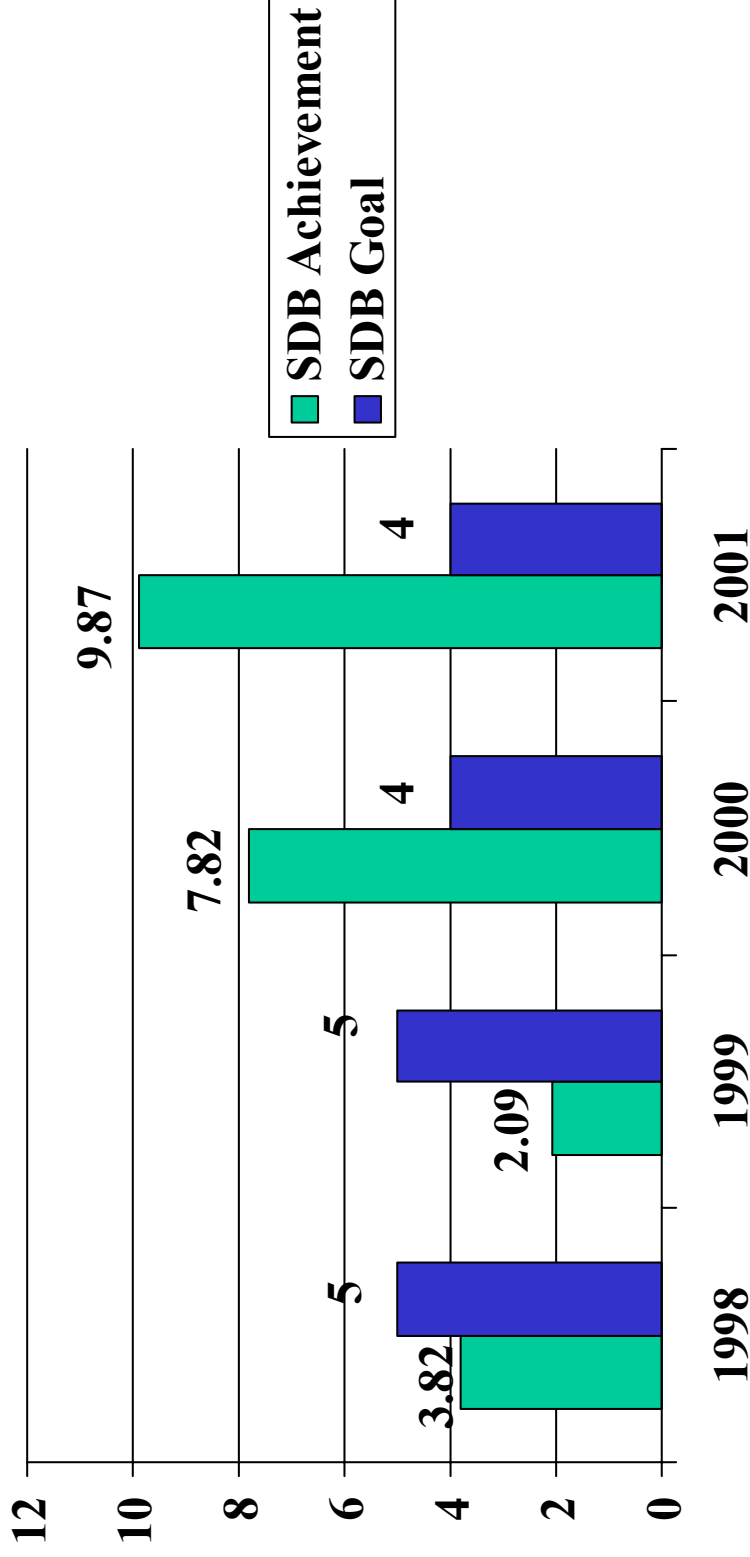
Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

Department of State

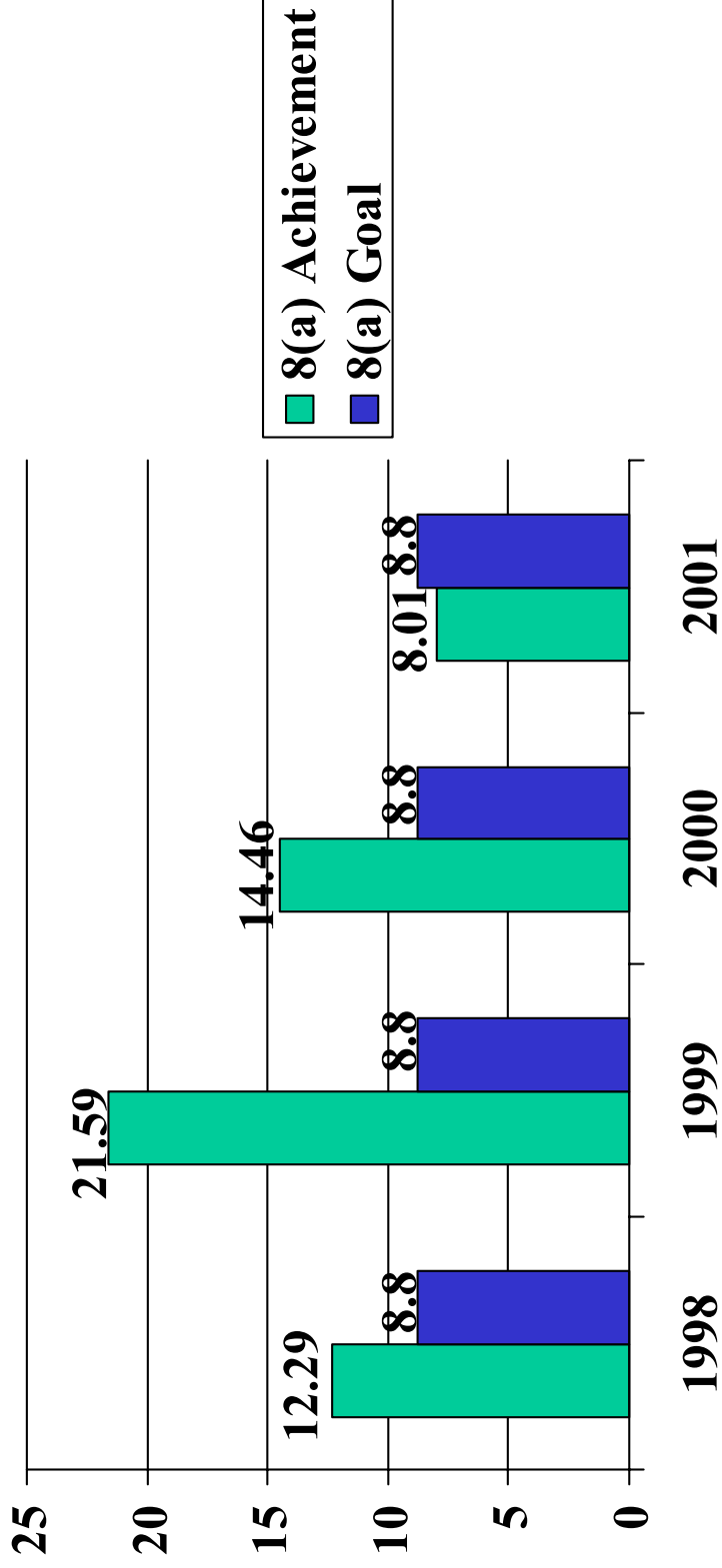
SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Department of State

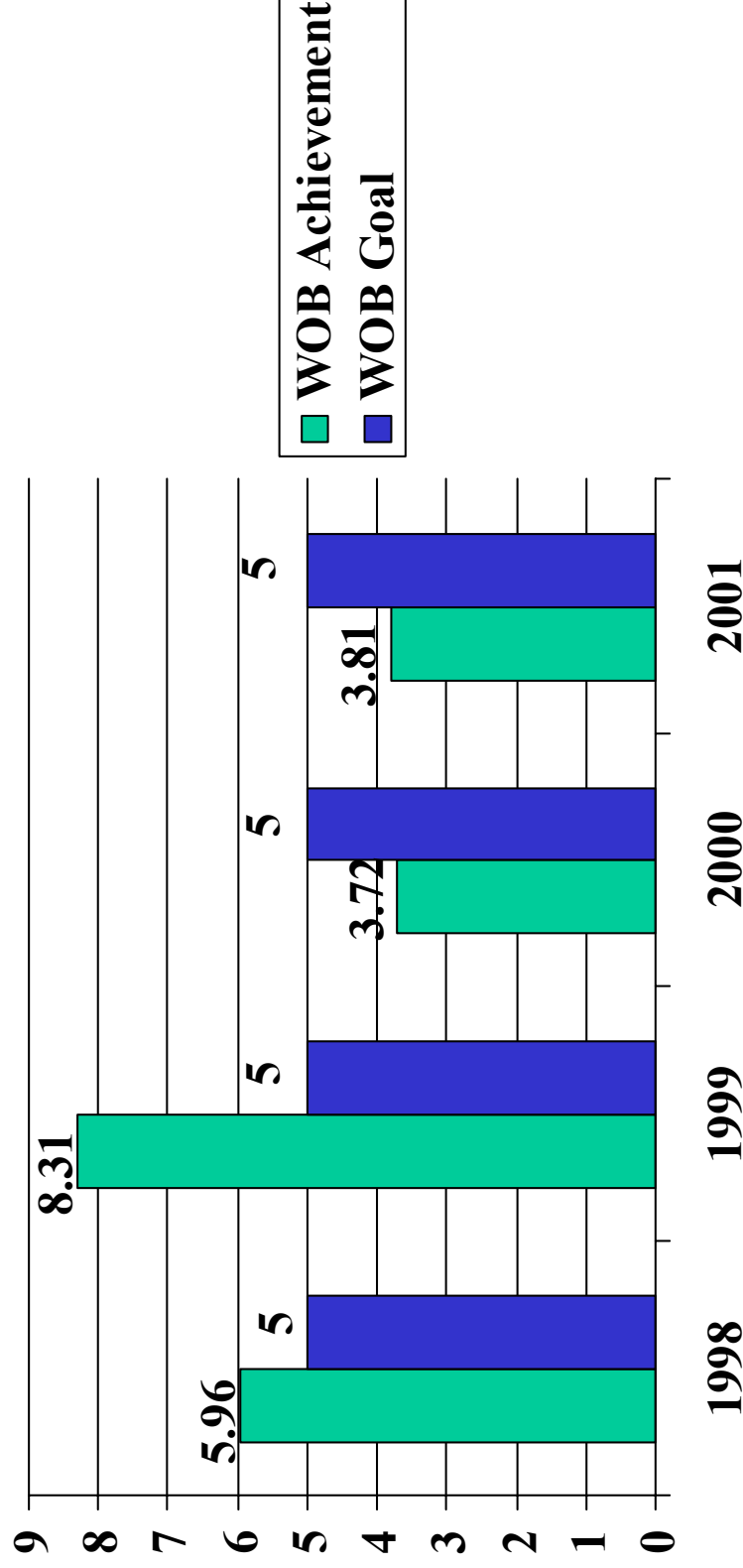
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Department of State

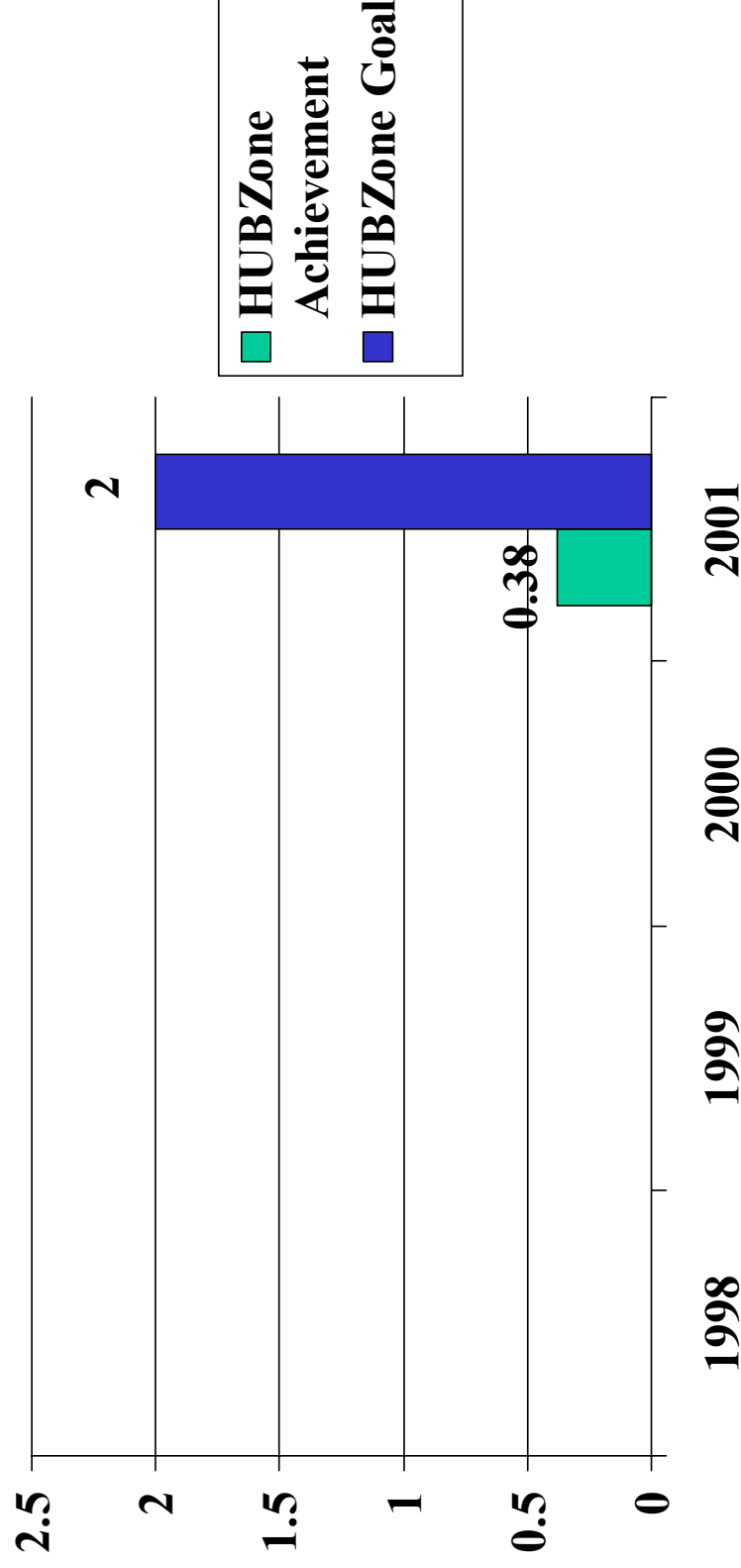
Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Department of State

HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

Department of Labor

Procurement Dollar Analysis

Department of Labor (Labor) procurement activity increased from 1994 through 1998 as follows: 1994 - \$844.0 million, 1995 - \$876.1 million, 1996 - \$880.9 million, 1997 - \$1.05 billion, and 1998 - \$1.12 billion. In 1999, Labor's procurement volume increased to nearly \$1.14 billion. In 2000, Labor's procurement dollars increased to \$1.3 billion. Figures for 2001 show an increase in Labor's procurement activity to \$1.4 billion.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by Labor decreased from 6,243 in 1998 to 5,788 in 1999. In 2000, Labor awarded 6,964 contracts to small businesses. In 2001, Labor awarded 8,321 contracts to small businesses.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses decreased from 783 in 1998 to 533 in 1999. In 2000, Labor awarded 413 contracts to small disadvantaged businesses. In 2001, Labor awarded 700 contracts to small disadvantaged businesses.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms by the Department of Labor decreased from 216 in 1998 to 198 in 1999. In 2000, Labor awarded 218 contracts to 8(a) firms. In 2001, Labor awarded 242 contracts to 8(a) companies.

Women-Owned Business

From 1998 to 1999, the number of contracts awarded to women-owned businesses by Labor decreased from 398 in 1998 to 335 in 1999. In 2000, Labor awarded 447 contracts to women-owned businesses. In 2001, Labor awarded 381 contracts to women-owned businesses – a decrease of nearly 15 percent.

HUBZone Small Business Concerns

In 2001, Labor awarded 14 contracts to HUBZone companies.

Goal Achievement

Small Business Goal

Labor did not meet its small business goal in 1998 and 1999. Labor exceeded its goal in 2000. Based on figures for 2001, Labor exceeded its small business goal. Labor achieved 27.76 percent. Labor's goal was 24 percent. As Labor exceeded its goal, the grade will be an "A." Labor has a small business goal for fiscal year 2002 of 24 percent.

Small Disadvantaged Business Goal

Labor did not meet its small disadvantaged business goal in 1998 and 1999. Labor exceeded its goal in 2000. Based on figures for 2001, Labor exceeded its goal. Labor achieved 7.33 percent. Labor's goal was 3 percent. Therefore, the grade would normally be an "A." However, as Labor's goal was less than the statutory goal of 5 percent, Labor's grade will be reduced to a "B." As Labor had a goal that was below the statutory goal for the past two years, Labor will be further downgraded to a "C." Labor has a small disadvantaged business goal for fiscal year 2002 of 7.9 percent.

8(a) Program Goal

Labor did not achieve its 8(a) Program goal in 1998. Labor exceeded its goal in 1999 and 2000. Based on figures for 2001, Labor exceeded its 8(a) Program goal. Labor achieved 5.57 percent. Labor's goal was 4.9 percent. Therefore, the grade will be an "A." Labor has an 8(a) Program goal for fiscal year 2002 of 3.95 percent.

Women-Owned Business Goal

Labor has not met its women-owned business goal from 1998 through 2000. Based on figures for 2001, Labor exceeded its women-owned business goal. Labor achieved 5.29 percent. Labor's goal was 5.2 percent. As labor exceeded its goal, the grade will be an "A." Labor has a women-owned business goal of 5.2 percent for fiscal year 2002.

HUBZone Small Business Concern Goal

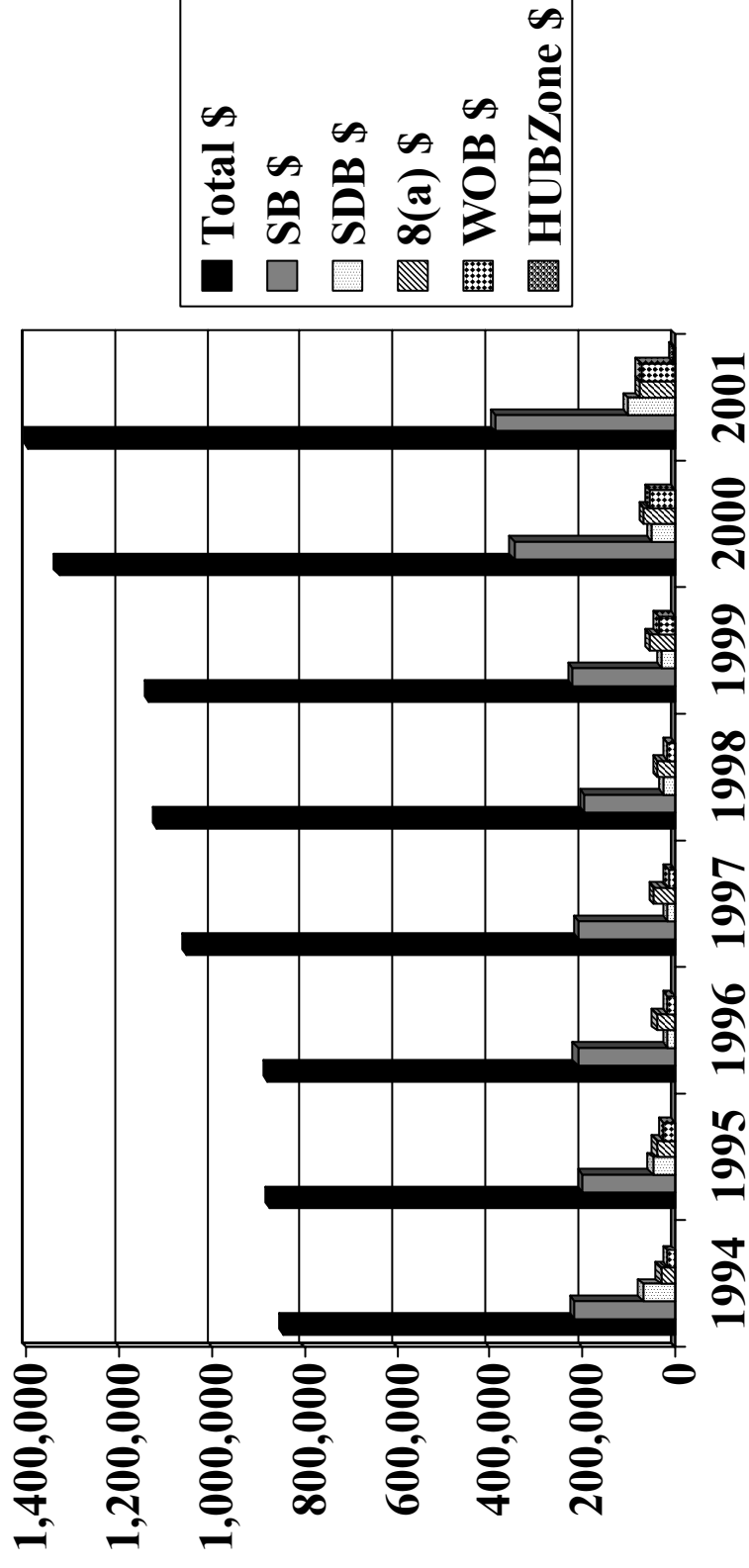
Labor did not achieve its HUBZone goal in 2001. Labor achieved 0.27 percent. Labor's goal was 2 percent. As Labor achieved 13.5 percent of its goal, the grade will be an "F." Labor has a HUBZone goal of 2.5 percent for 2002.

Overall Grade

Small Business Goal	A 4 points
Small Disadvantaged Business Goal	C 2 points
8(a) Program Goal	A 4 points
Women-Owned Business Goal	A 4 points
HUBZone Goal	F 0 points
Average Grade	C 2.8 points

With an “A” in the Small Business Goal, a “C” in the Small Disadvantaged Business Goal, an “A” in the 8(a) Program goal, an “A” in the Women-Owned Business Goal, and an “F” in the HUBZone Goal, with all categories weighed equally, the Department of Labor has an overall point total of 2.8 points, for a grade of “C.”

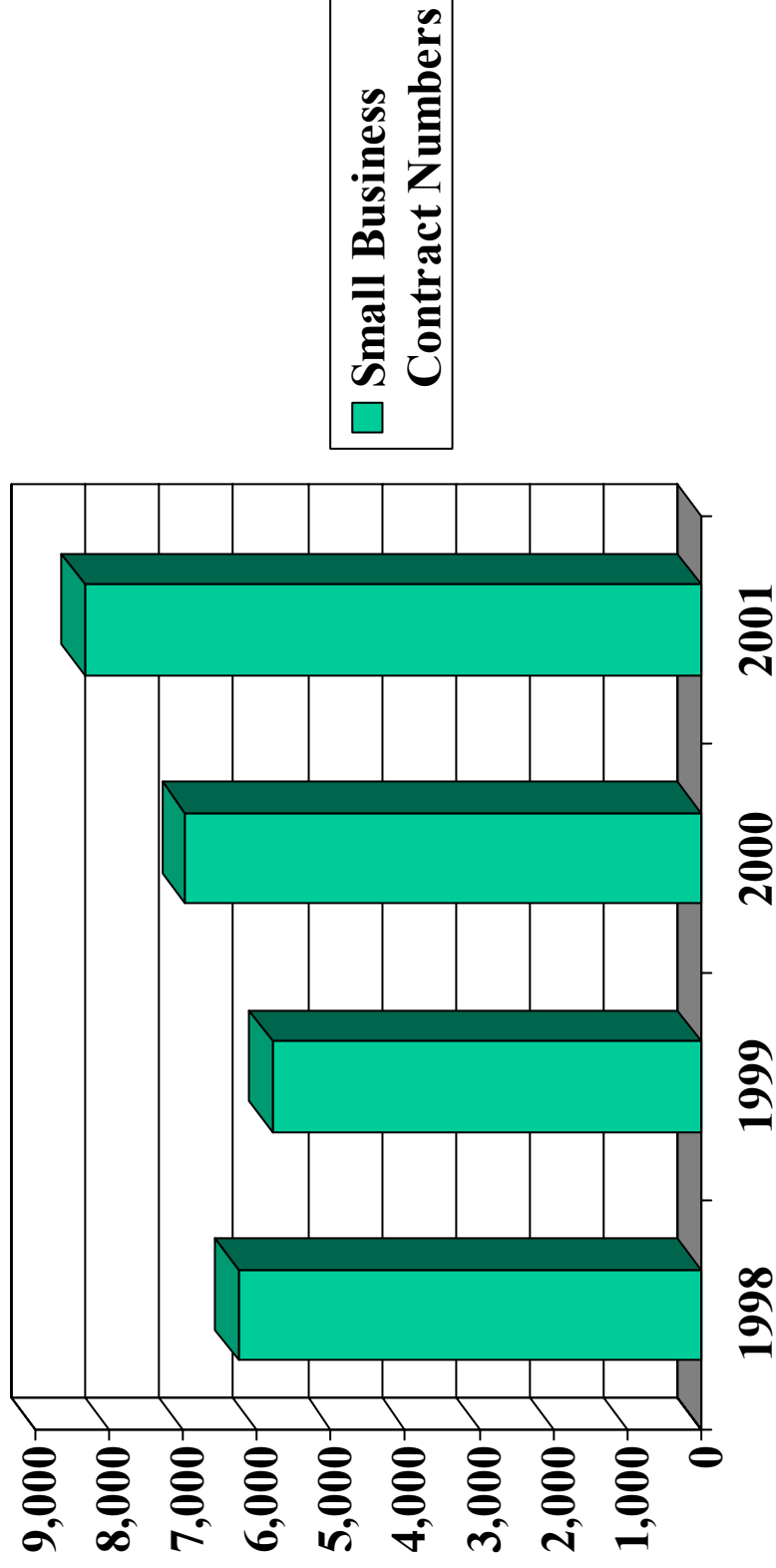
Department of Labor Procurement Dollars



Dollars are expressed in millions.

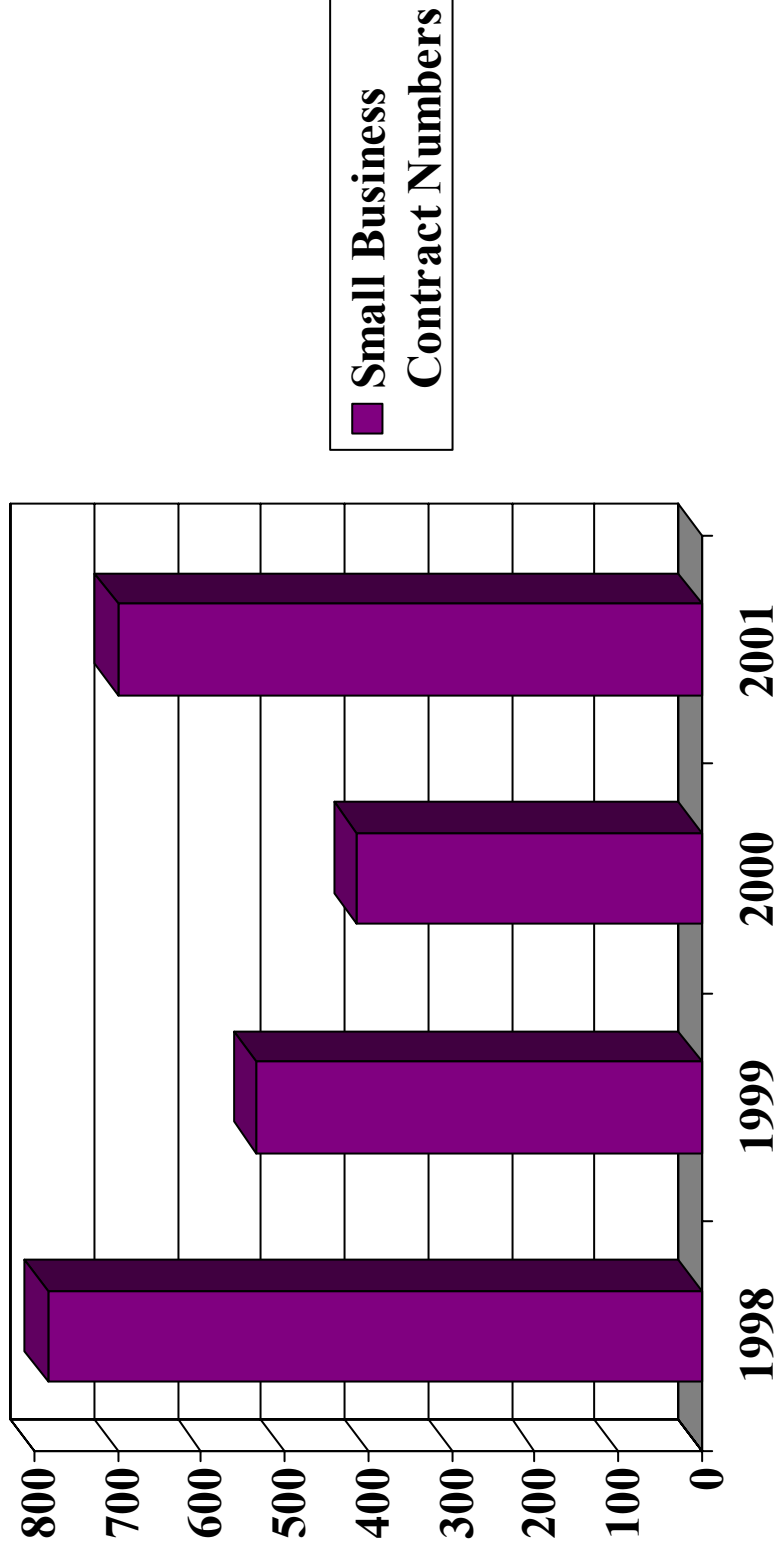
U.S. Department of Labor

Number of Contracts to Small Businesses



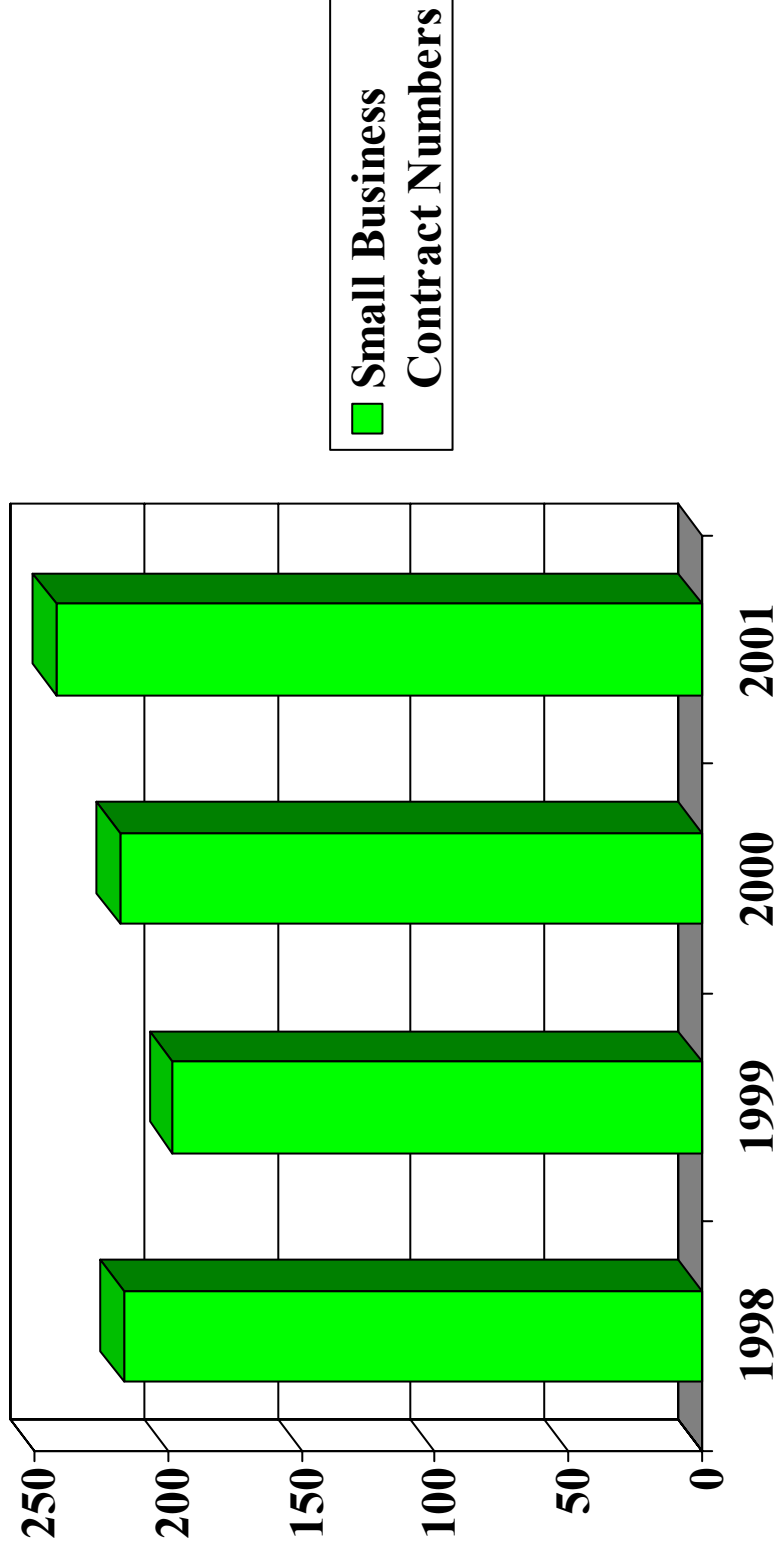
U.S. Department of Labor

Number of Contracts to Small Disadvantaged Businesses



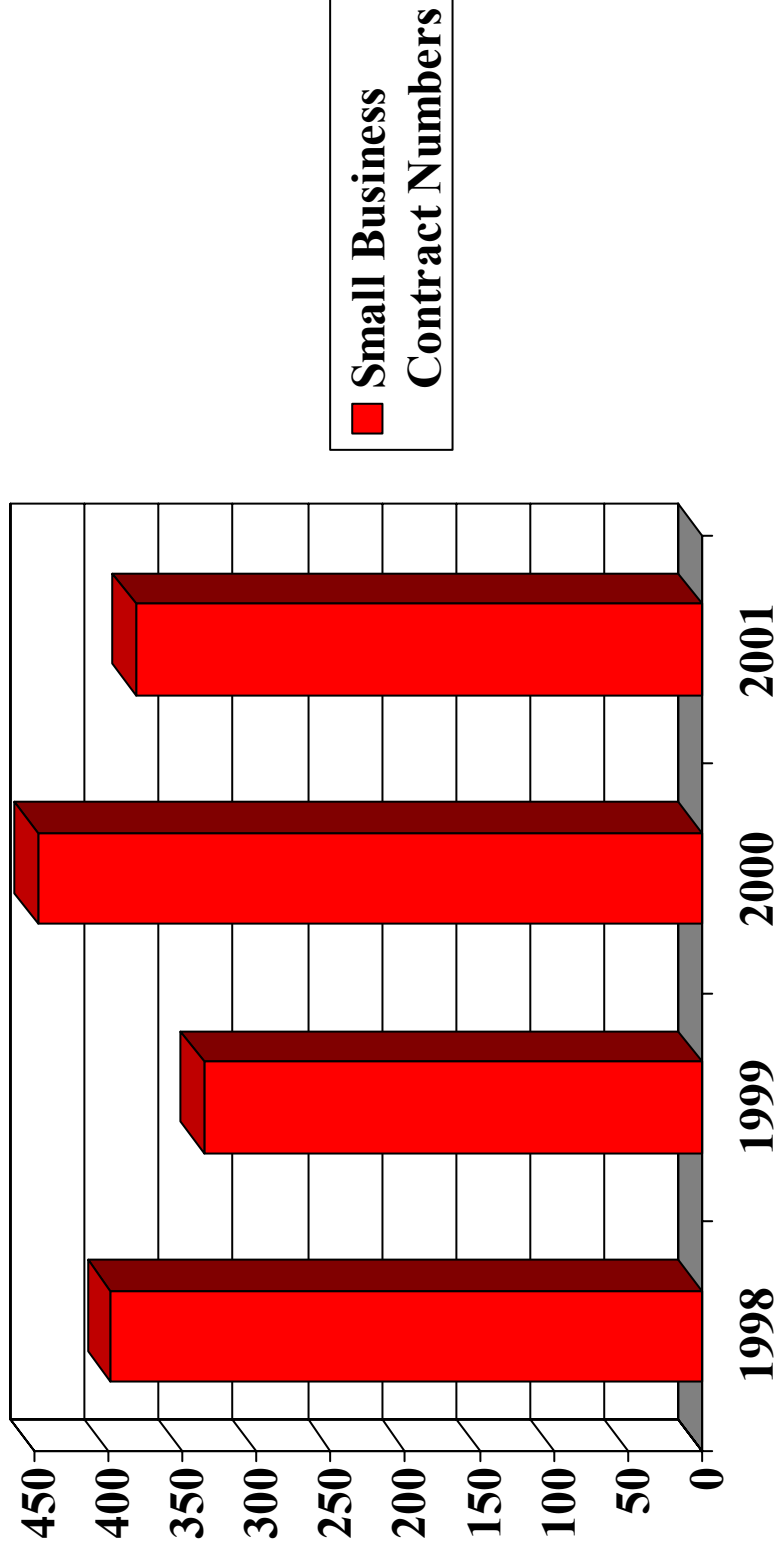
U.S. Department of Labor

Number of Contracts to 8(a) Firms



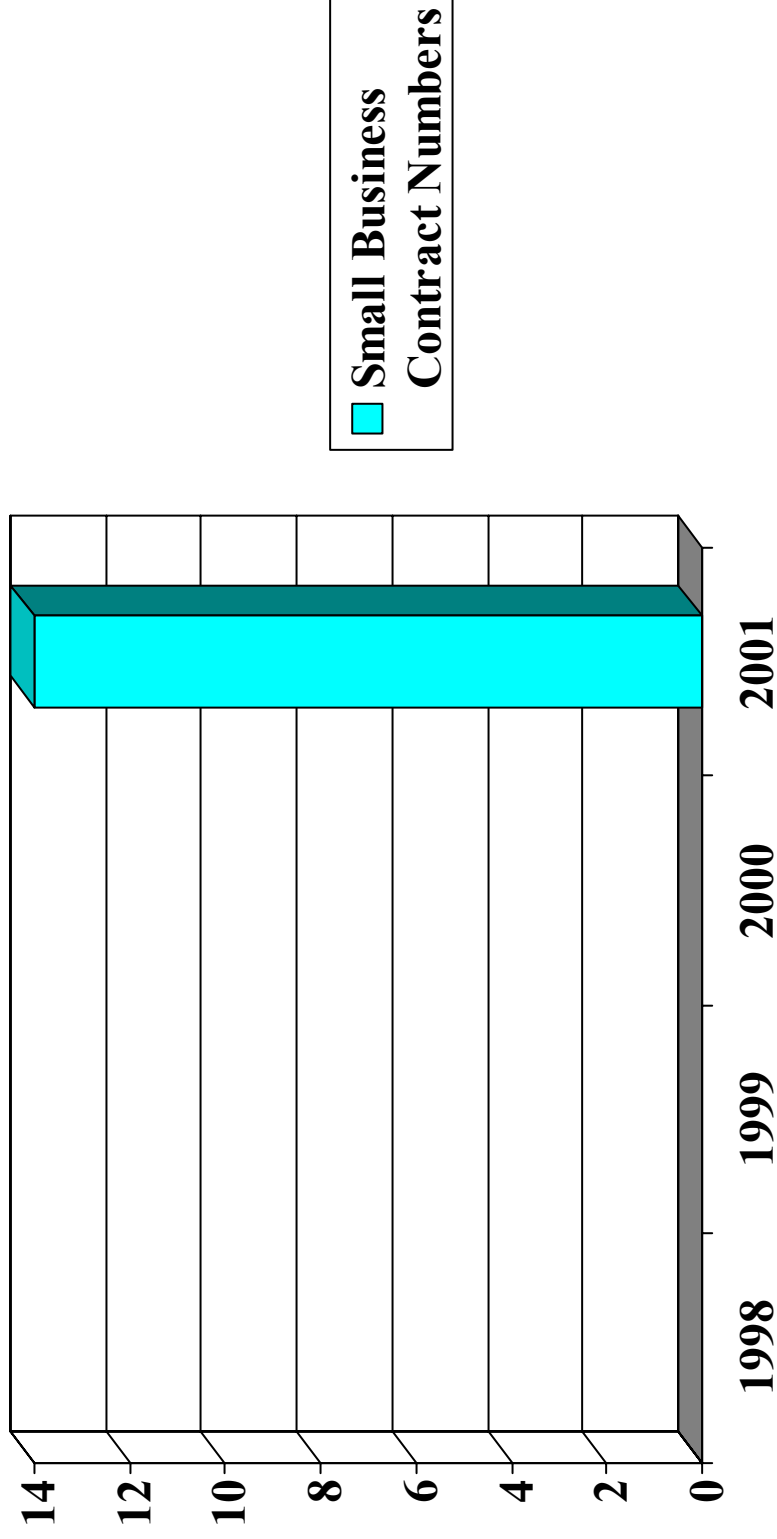
U.S. Department of Labor

Number of Contracts to Women-Owned Businesses



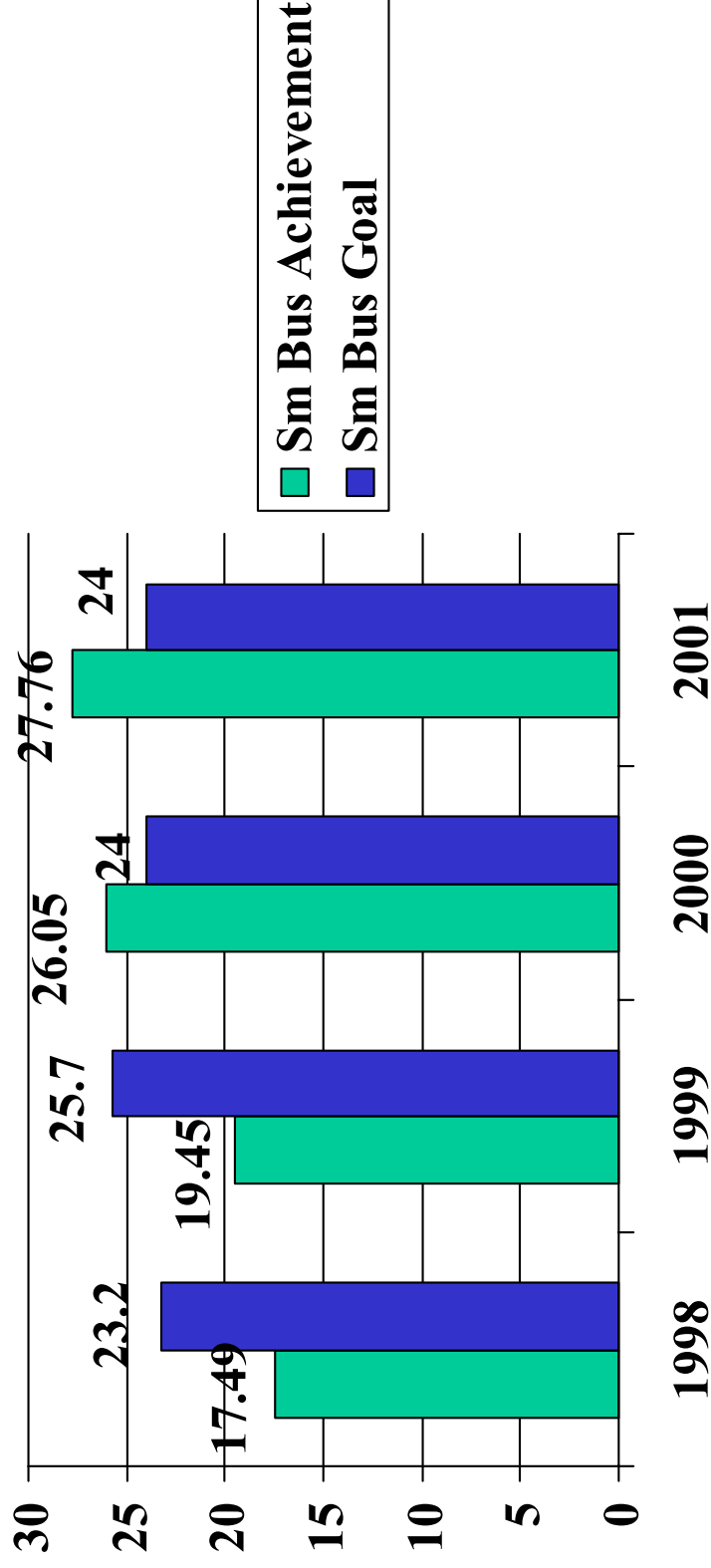
U.S. Department of Labor

Number of Contracts to HUBZone Businesses



Department of Labor

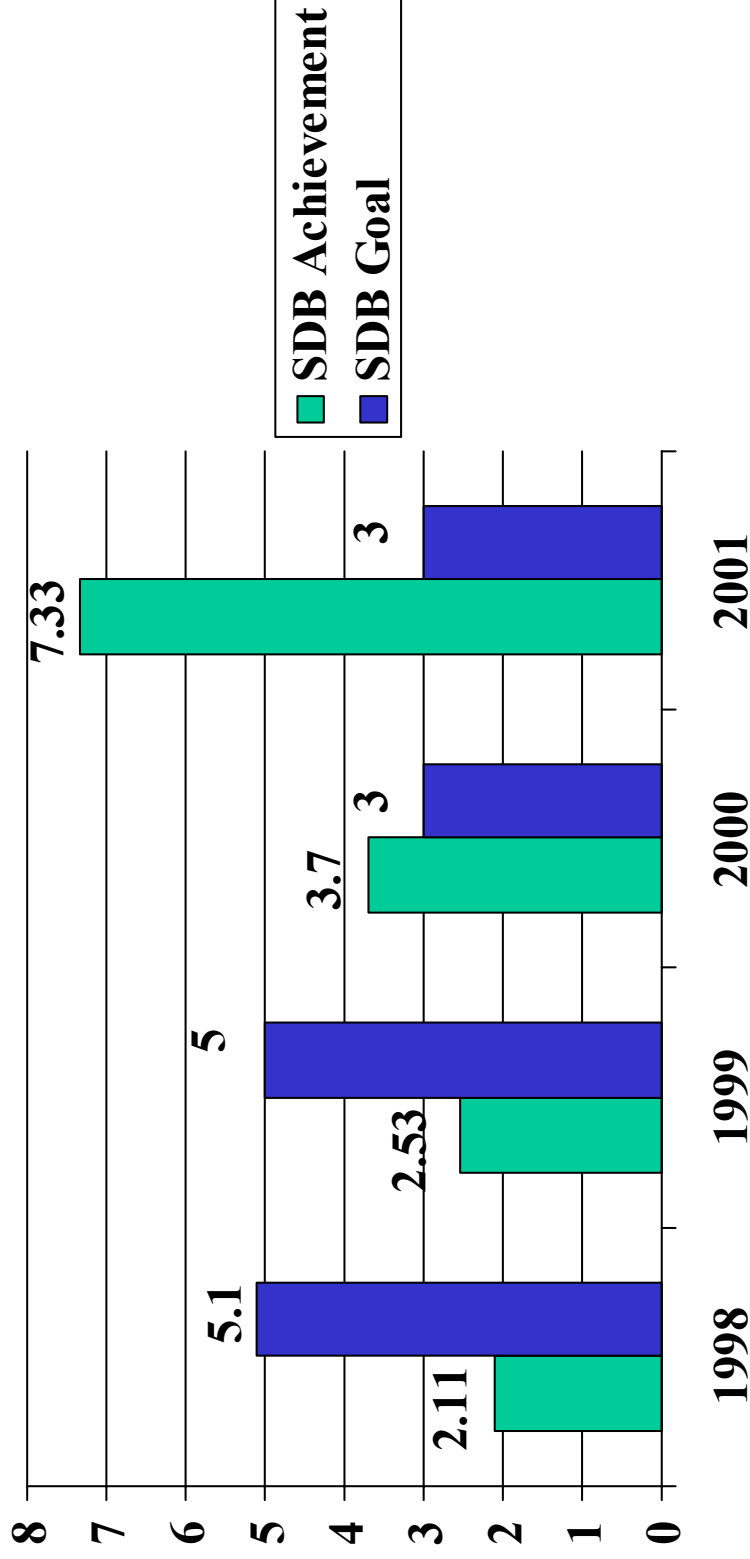
Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

Department of Labor

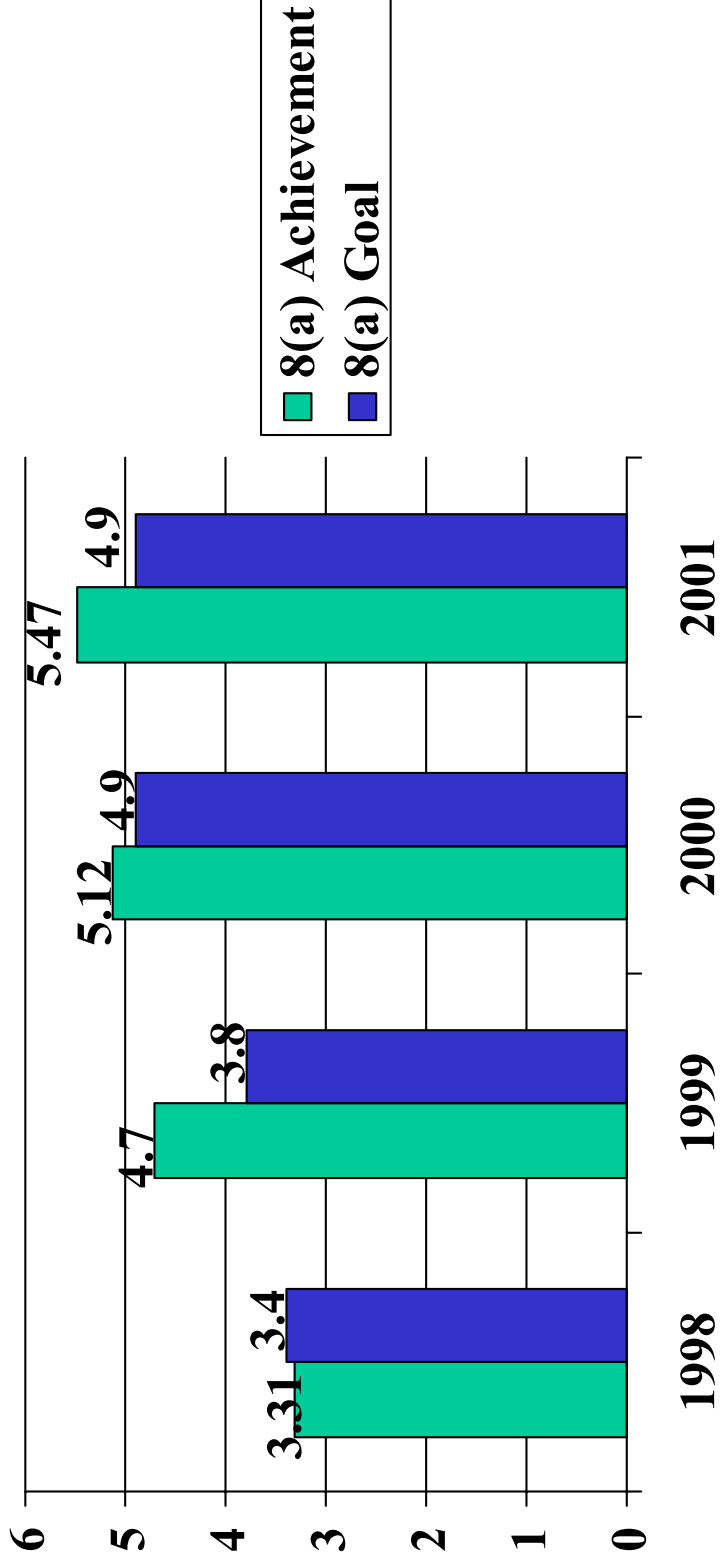
SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Department of Labor

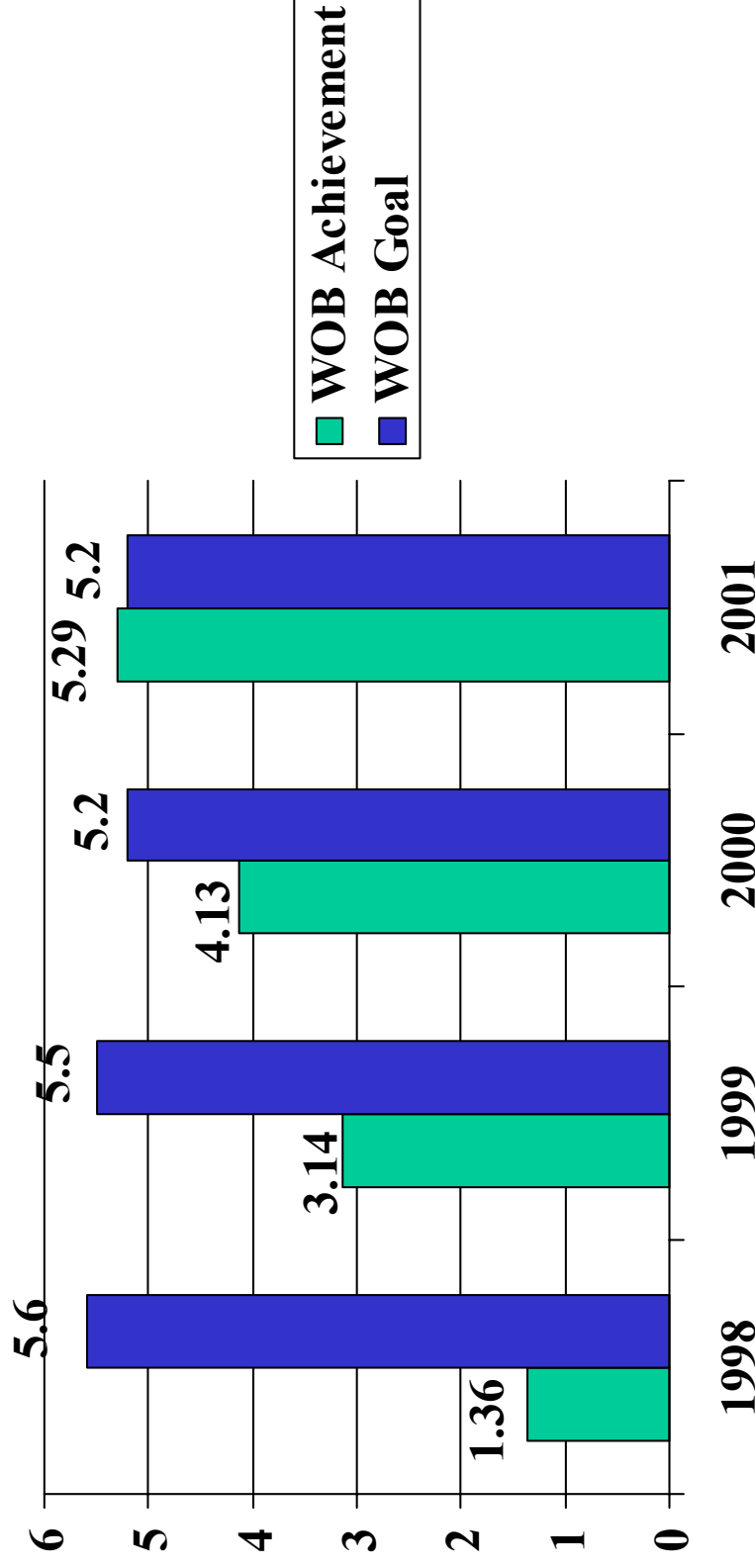
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Department of Labor

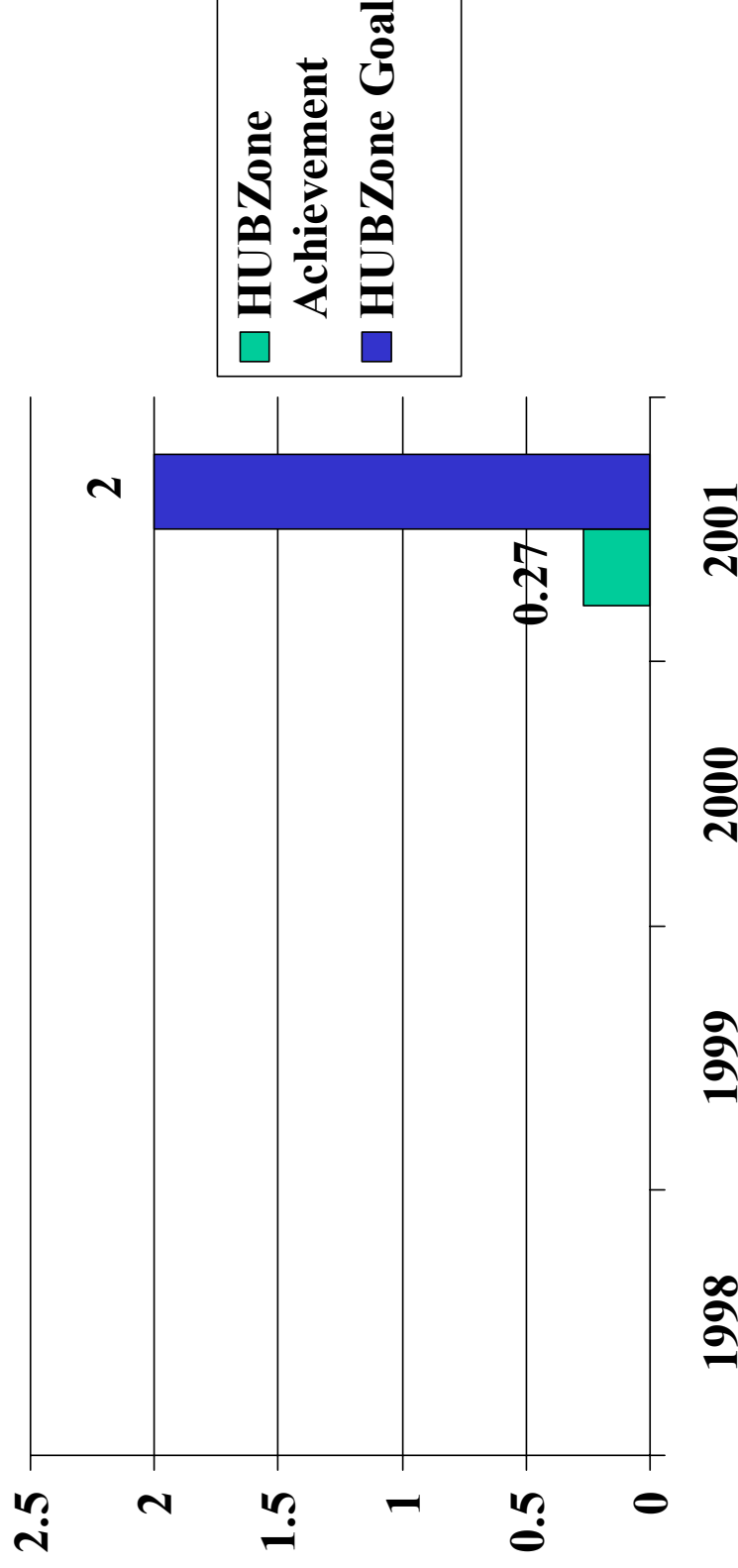
Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Department of Labor

HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

Environmental Protection Agency

Procurement Dollar Analysis

In 1994, the Environmental Protection Agency (EPA) had procurement activity of \$1.3 billion. Activity decreased in 1995 to \$1.168 billion. An increase occurred in 1996 to \$1.17 billion. A further decrease took place in 1997 to \$1.04 billion. An increase again occurred in 1998 to \$1.1 billion. In 1999, EPA showed an increase to nearly \$1.29 billion. Figures for 2000 show a decrease in procurement activity to \$991.6 million. In 2001, EPA has an increase in procurement volume to \$1.1 billion.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by EPA decreased from 12,976 in 1998 to 11,352 in 1999. In 2000, EPA awarded 8,575 contracts to small businesses. In 2001, EPA awarded 7,303 contracts to small businesses. The total percentage decrease from 1998 to 2001 was almost 44 percent.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses by EPA increased from 1,202 in 1998 to 1,520 in 1999. In 2000, EPA awarded 475 contracts to small disadvantaged businesses. In 2001, EPA awarded 823 contracts to small disadvantaged businesses.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms by EPA increased from 350 in 1998 to 426 in 1999. In 2000, EPA awarded 795 contracts to 8(a) firms. In 2001, EPA awarded 1,163 contracts to 8(a) companies.

Women-Owned Business

From 1998 to 1999, the number of contracts awarded to women-owned businesses by EPA increased from 940 in 1998 to 1,205 in 1999. In 2000, EPA awarded 856 contracts to women-owned businesses. In 2001, EPA awarded 1,032 contracts to women-owned businesses.

HUBZone Small Business Concerns

In 2001, EPA awarded 49 contracts to HUBZone companies.

Goal Achievement

Small Business Goal

EPA achieved its small business goal from 1998 through 2000. Based on figures for 2001, EPA exceeded its small business goal. EPA achieved 26.05 percent. EPA's goal was 23.5 percent. Normally the grade would be an "A."

	1998	1999	2000	2001
SB Goal	23	23	23.5	23.5
SB Achievement	26.55	26.97	25.56	26.05

Based on the first three years of this study, the average achievement was 26.36 percent. The average goal over the same period was 23.17 percent. Therefore, the letter grade will be downgraded to a "B." EPA's small business goal for fiscal year 2002 is 23.5 percent.

Small Disadvantaged Business Goal

EPA did not meet its small disadvantaged business goal in 1998 or 2000, but exceeded its goal in 1999. Based on figures for 2001, EPA did not achieve its goal. EPA achieved 2.57 percent. EPA's goal was 3.5 percent. As EPA achieved 73.4 percent of its goal, the grade would normally be a "C." However, based on the fact that EPA has a lower goal than the 5 percent mandated goal, EPA will be downgraded to an "D." As EPA has set a goal below the statutory goal for the past two years, EPA will be further downgraded to an "F." For fiscal year 2002, EPA has a small disadvantaged business goal of 9.5 percent.

8(a) Program Goal

EPA did not meet its 8(a) Program goal in 1998 and 1999, but exceeded its goal in 2000. Based on figures for 2001, EPA exceeded its 8(a) Program goal. EPA achieved 7.71 percent. EPA's goal was 6 percent. As EPA exceeded its goal, the grade will be an "A." EPA has an 8(a) Program goal for fiscal year 2002 of 4.75 percent.

Women-Owned Business Goal

EPA did not meet its women-owned business goal from 1998 through 2000. Based on figures for 2001, EPA again did not meet its goal. EPA achieved 4 percent. EPA's goal was 5 percent. As EPA achieved 80 percent of its goal, the grade will be a "B." EPA has a women-owned business goal of 5 percent for fiscal year 2002.

HUBZone Small Business Concern Goal

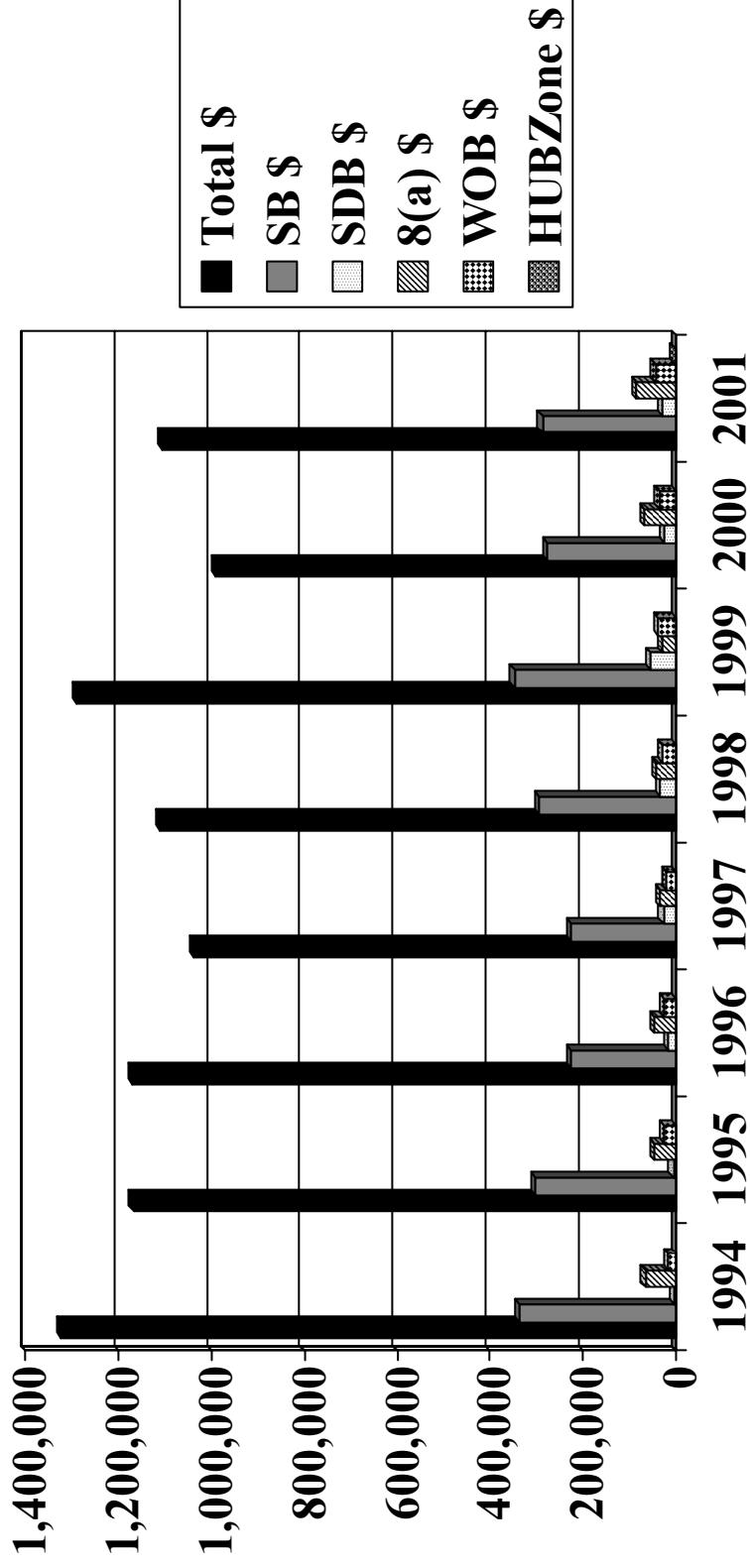
EPA did not achieve its HUBZone goal in 2001. EPA achieved .13 percent. EPA's goal was 2 percent. As EPA achieved 6.5 percent of its goal, the grade will be an "F." EPA has a HUBZone business goal of 2.5 percent for fiscal year 2002.

Overall Grade

Small Business Goal	B 3 points
Small Disadvantaged Business Goal	F 0 points
8(a) Program Goal	A 4 points
Women-Owned Business Goal	B 3 points
HUBZone Goal	F 0 points
Average Grade	C- 2 points

With a "B" in the Small Business Goal, an "F" in the Small Disadvantaged Business Goal, an "A" in the 8(a) Program goal, a "B" in the Women-Owned Business Goal, and an "F" in the HUBZone Goal, with all categories weighed equally, the Environmental Protection Agency has an overall point total of 2 points, for a grade of "C-."

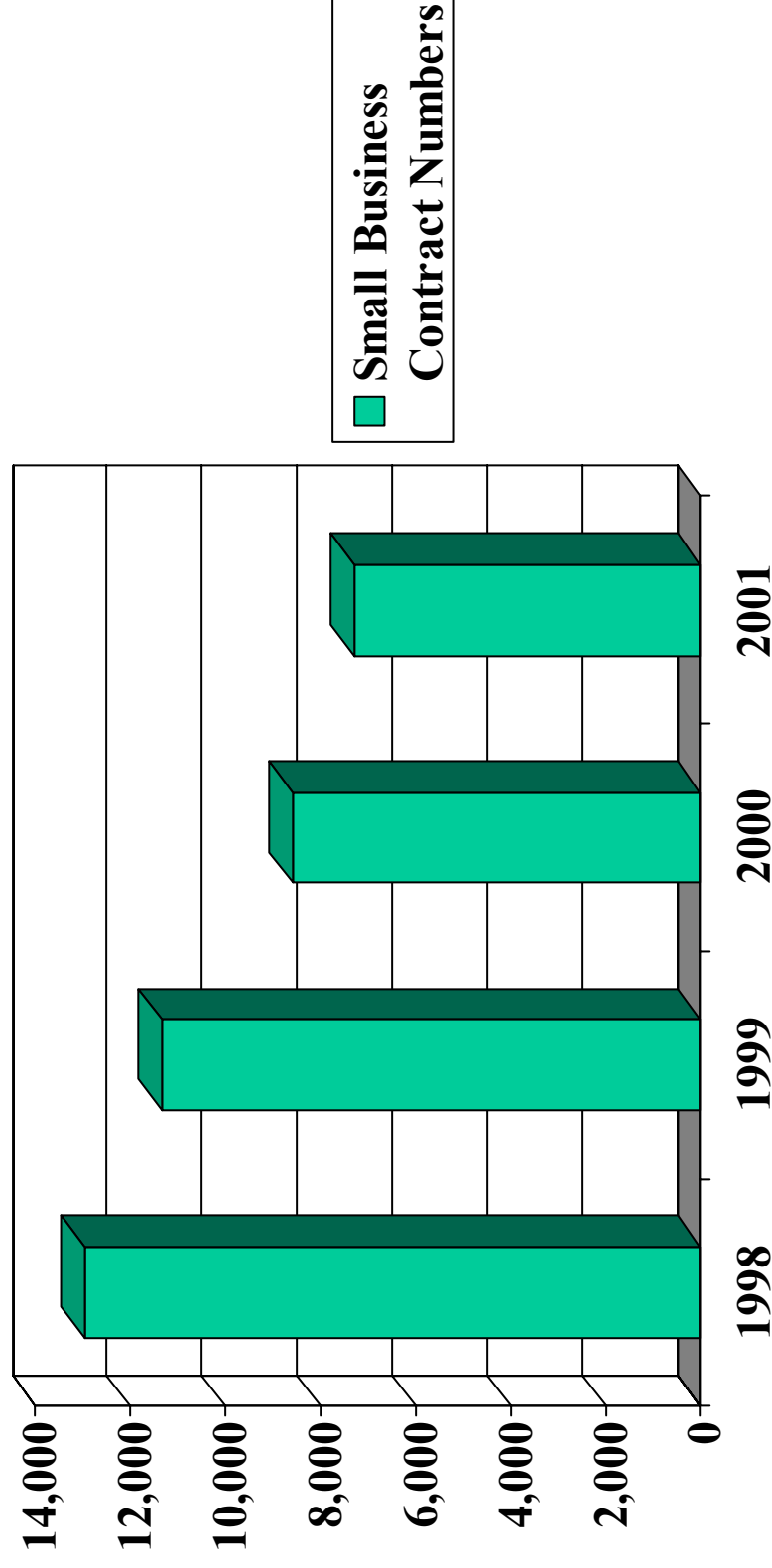
Environmental Protection Agency Procurement Dollars



Dollars are expressed in millions.

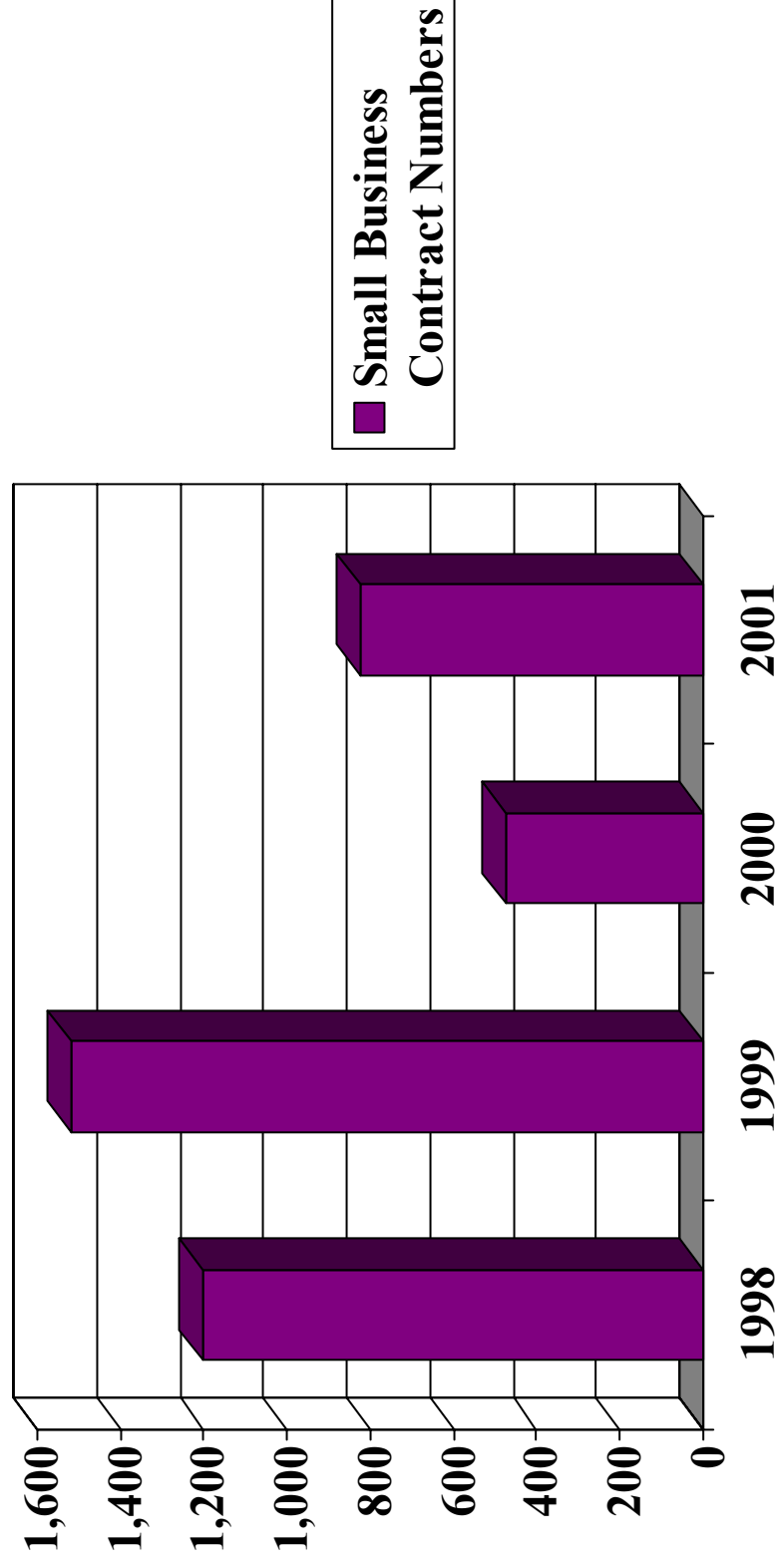
Environmental Protection Agency

Number of Contracts to Small Businesses



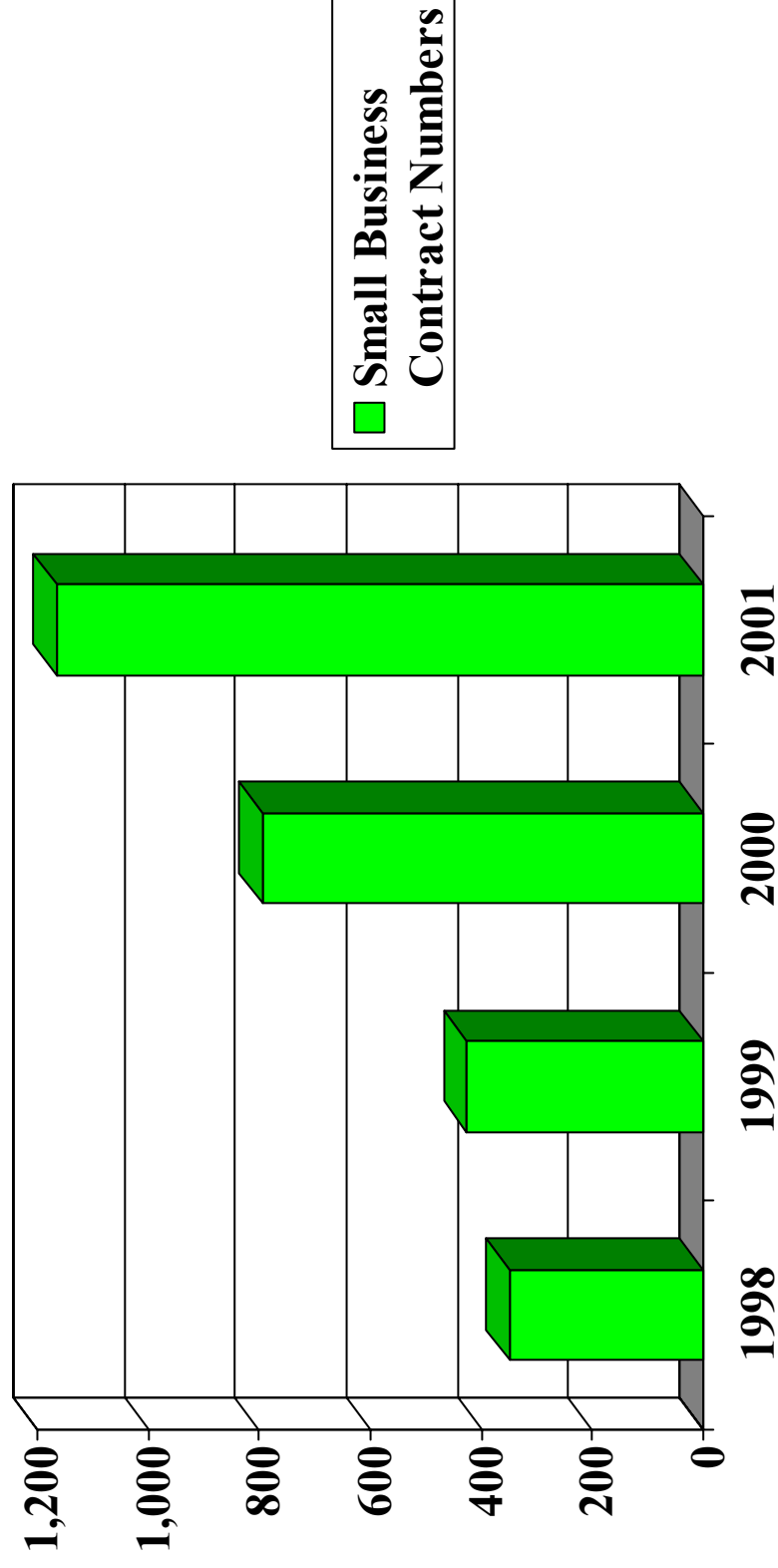
Environmental Protection Agency

Number of Contracts to Small Disadvantaged Businesses



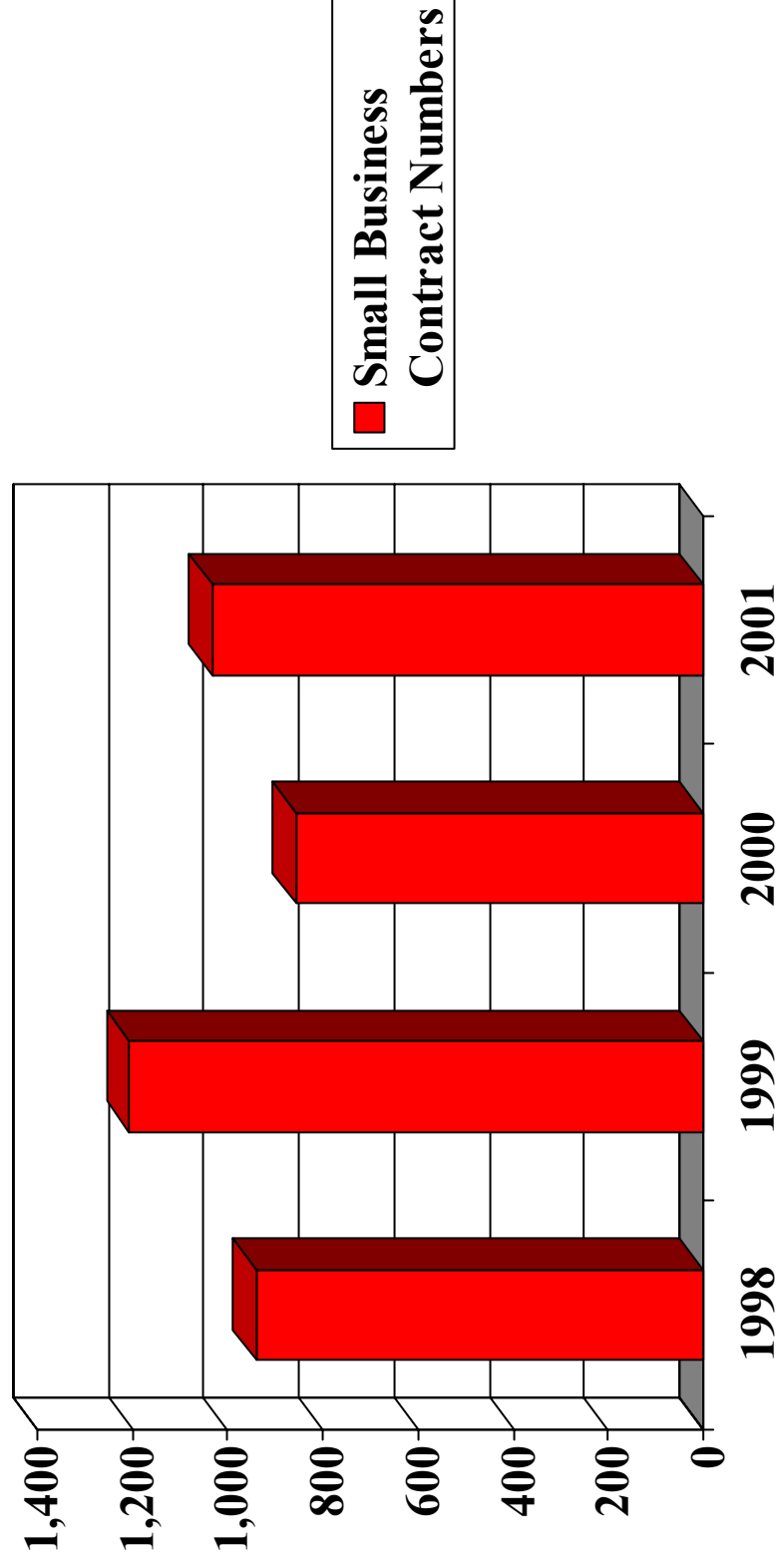
Environmental Protection Agency

Number of Contracts to 8(a) Firms



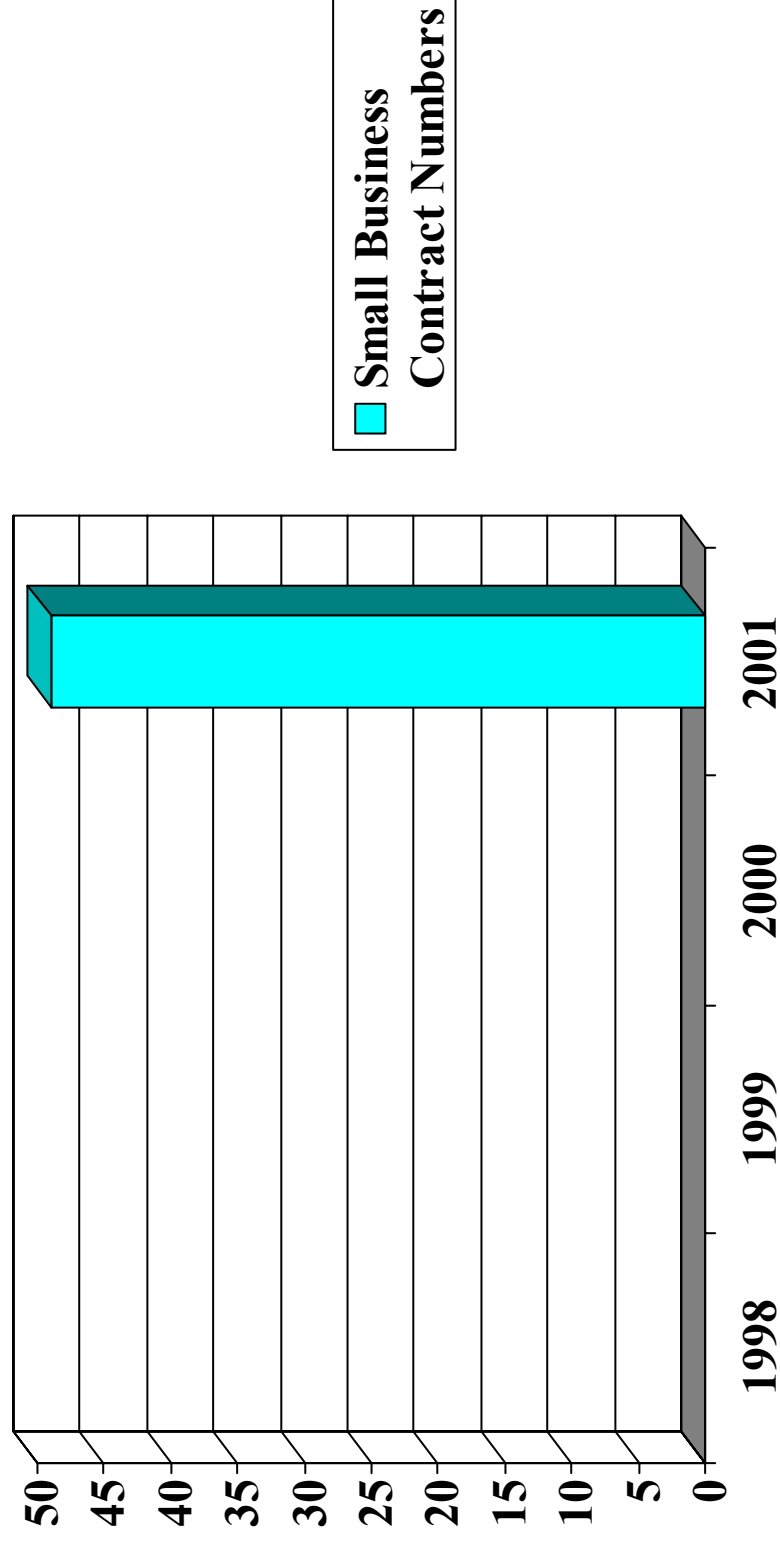
Environmental Protection Agency

Number of Contracts to Women-Owned Businesses



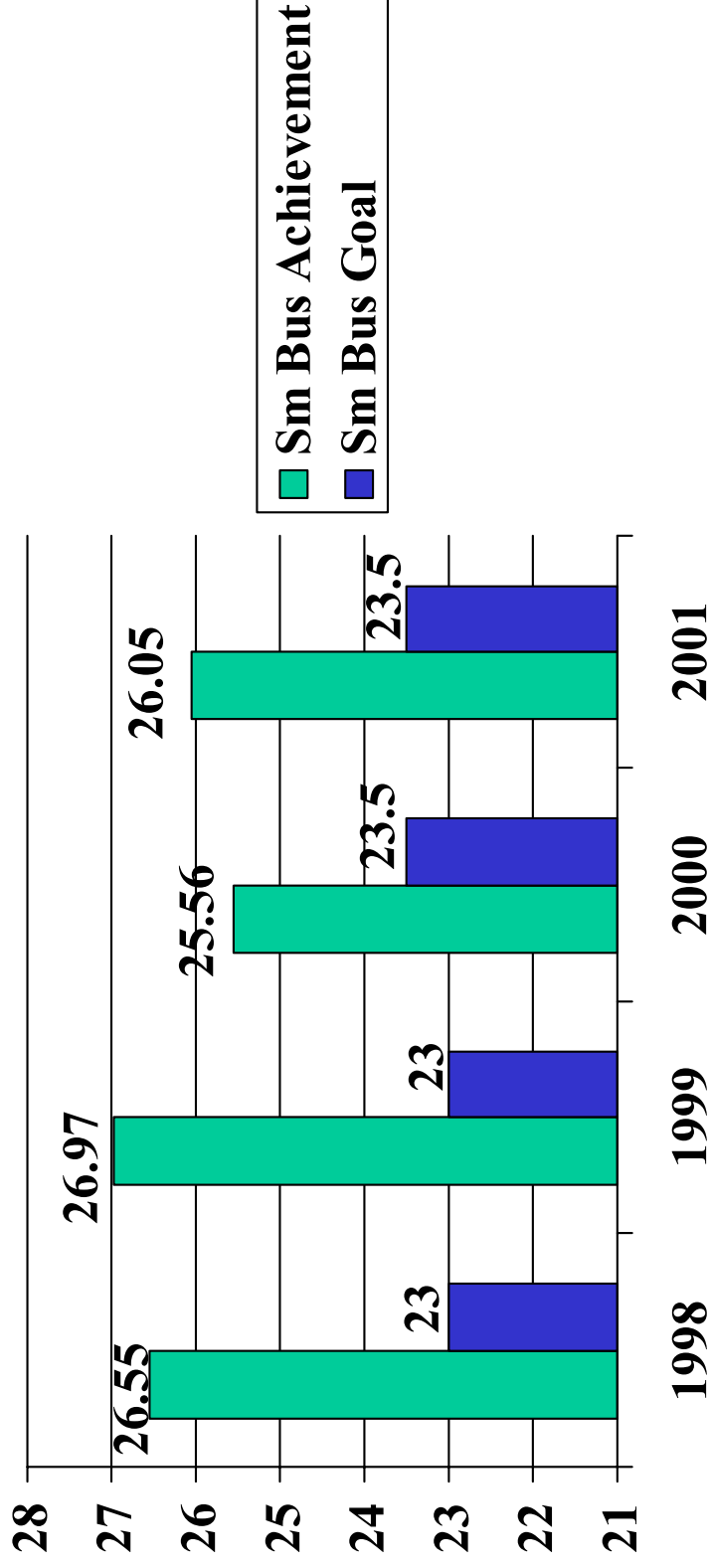
Environmental Protection Agency

Number of Contracts to HUBZone Businesses



Environmental Protection Agency

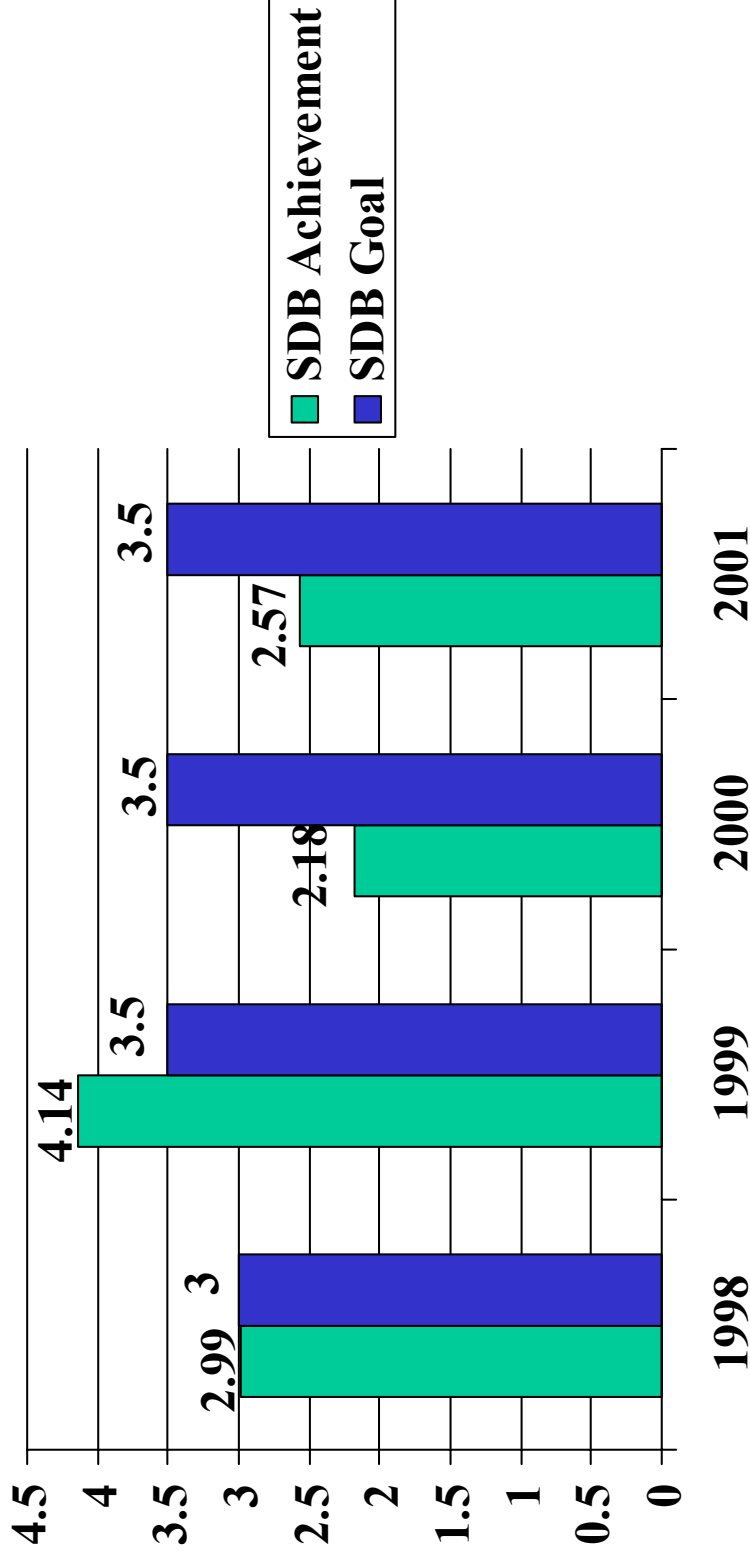
Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

Environmental Protection Agency

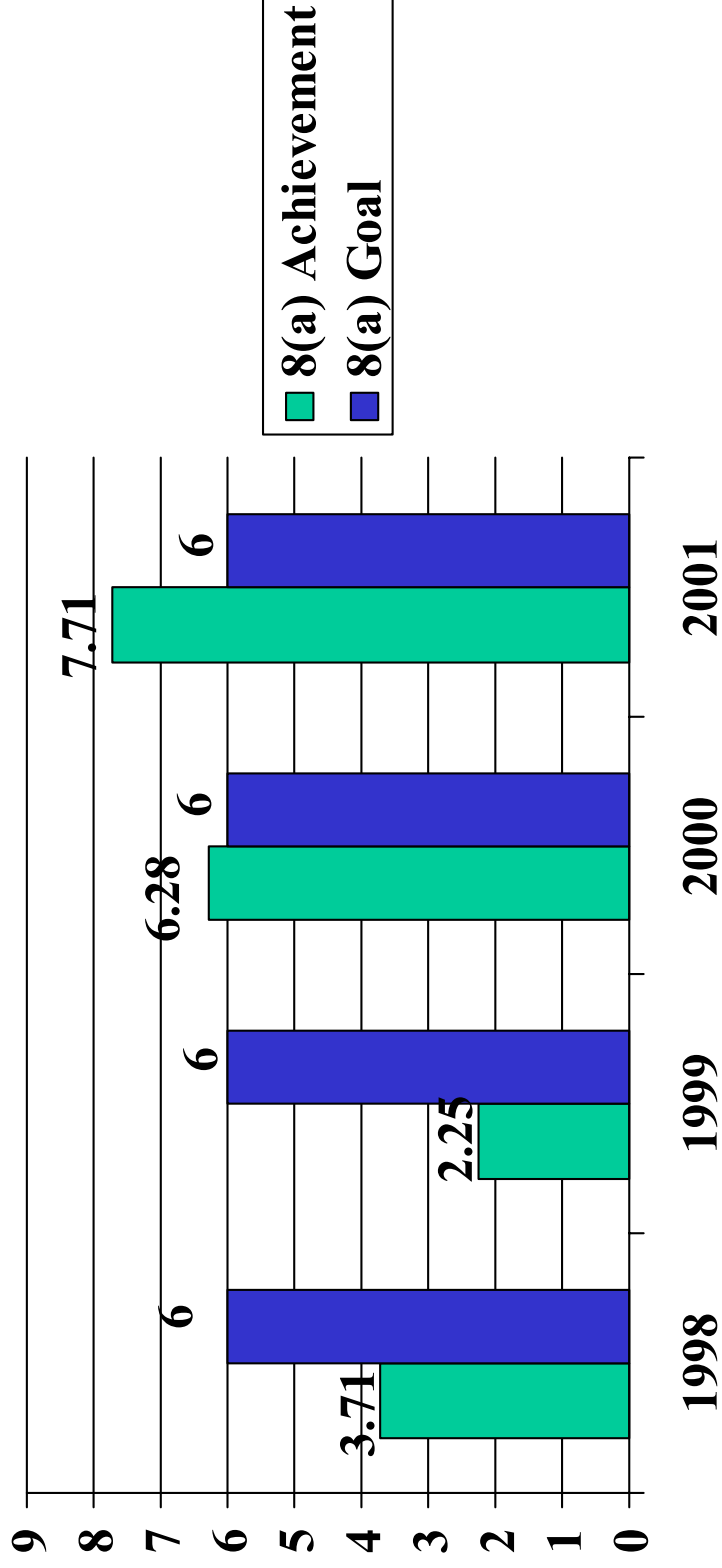
SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Environmental Protection Agency

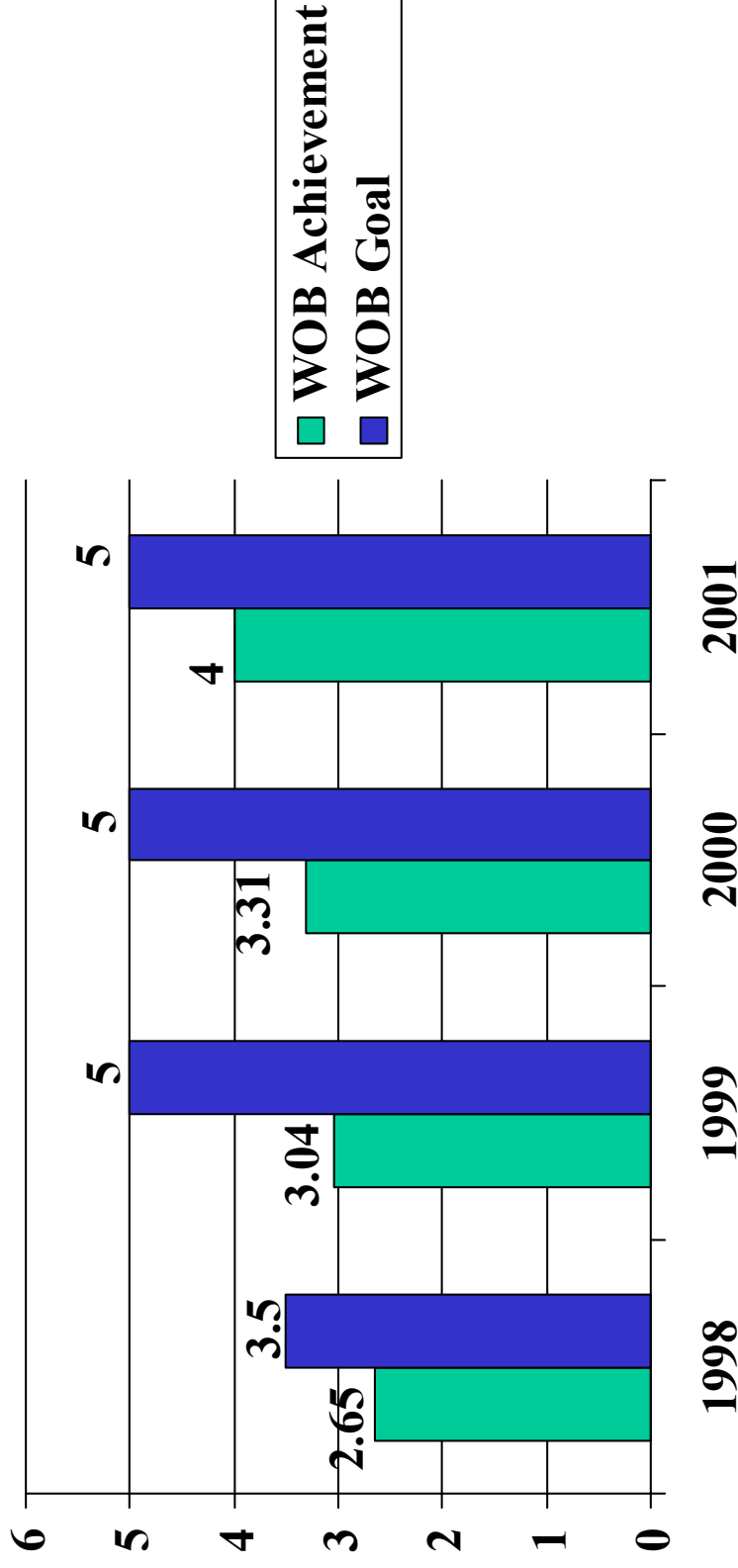
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Environmental Protection Agency

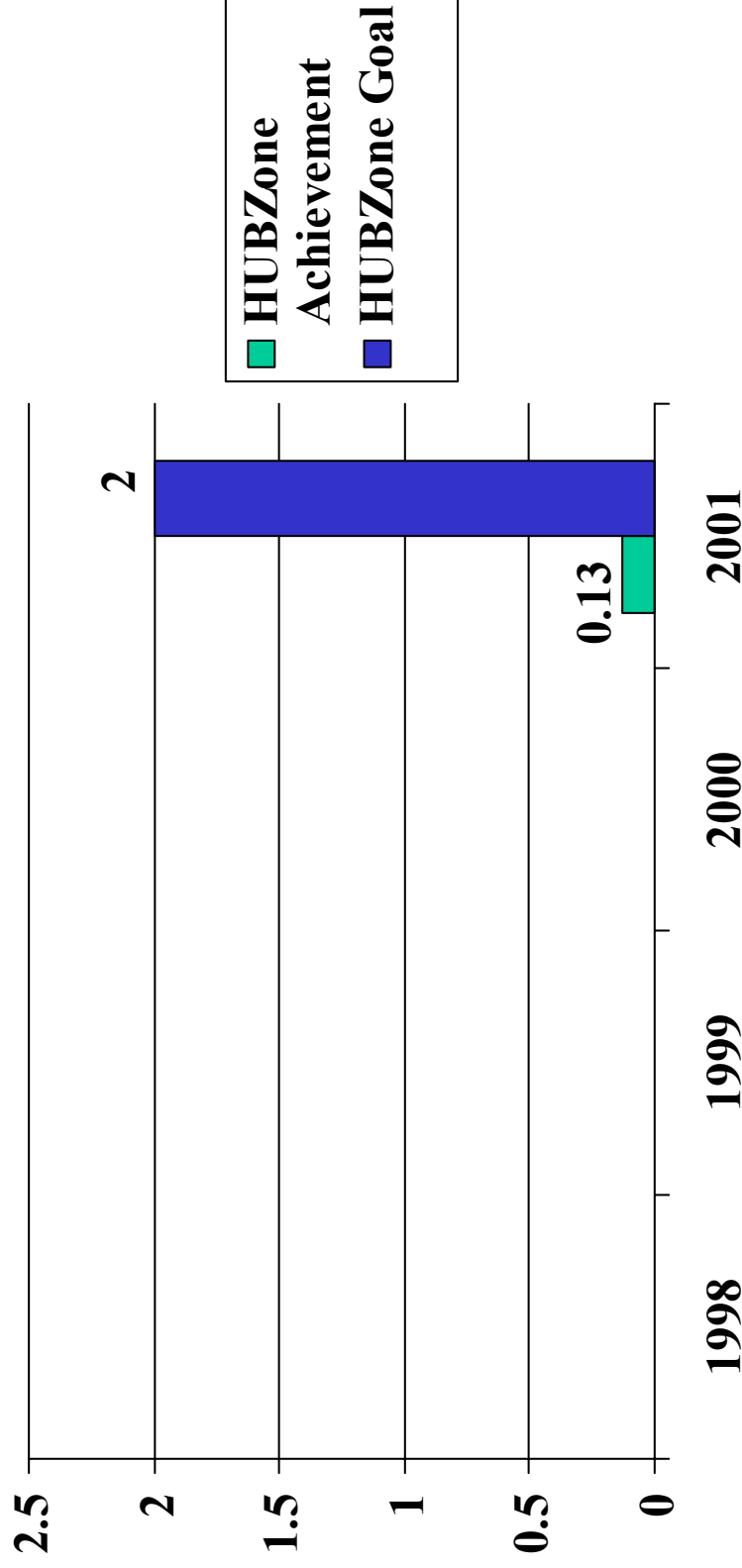
Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Environmental Protection Agency

HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

Department of Education

Procurement Dollar Analysis

Department of Education (Education) procurement activity decreased from \$698.1 million in 1994 to \$425.9 million in 1995. An increase occurred from 1996 through 1998 as follows: 1996 - \$445 million, 1997 - \$675.3 million, and 1998 - \$964.9 million. A decrease occurred in 1999 to \$680.8 million. In 2000, Education showed an increase to \$899 million. Based on 2001 figures, Education shows an increase to \$926.1 million.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by Education increased from 1,784 in 1998 to 5,787 in 1999. In 2000, Education awarded 3,871 contracts to small businesses. In 2001, Education awarded 3,674 contracts to small businesses.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses by Education increased 42 in 1998 to 77 in 1999. In 2000, Education awarded 58 contracts to small disadvantaged businesses. In 2001, Education awarded 125 contracts to small disadvantaged businesses.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms by Education increased from 48 in 1998 to 75 in 1999. In 2000, Education awarded 203 contracts to 8(a) firms. In 2001, Education awarded 22 contracts to 8(a) companies – a decrease of nearly 90 percent in one year.

Women-Owned Business

From 1998 to 1999, the number of contracts awarded to women-owned businesses by Education increased from 75 in 1998 to 160 in 1999. In 2000, Education awarded 214 contracts to women-owned businesses. In 2001, Education awarded 242 contracts to women-owned businesses.

HUBZone Small Business Concerns

In 2001, Education awarded 1 contract to a HUBZone company.

Goal Achievement

Small Business Goal

Education exceeded its small business goal only in 1998. Education did not achieve its small business goal in 1997, 1999 or 2000. Based on figures for 2001, Education again did not achieve its small business goal. Education achieved 12.04 percent. Education=s goal was 23.5 percent. As Education achieved 51.2 percent of its goal, the grade will be an “F.” Education=s small business goal for fiscal year 2002 is 23 percent.

Small Disadvantaged Business Goal

Education did not meet its small disadvantaged business goal in 1998. Education achieved its goal in 1999 and 2000. Based on figures for 2001, Education exceeded its goal. Education achieved 1.45 percent. Education=s goal was 1 percent. As Education exceeded its goal, the grade would normally be an “A.” Based on the fact that Education has a lower goal than the 5 percent mandated goal, Education would normally be downgraded to a “B.” However, as Education has set a goal below the statutory goal for the past two years, Education will be further down-graded to a “C.” For fiscal year 2002, Education’s goal is 5 percent.

8(a) Program Goal

Education did not achieve its 8(a) Program goal from 1998 through 2000. Based on figures for 2001, Education did not meet its 8(a) Program goal. Education achieved 0.53 percent. Education=s goal was 4 percent. As Education achieved 13.3 percent of its goal, the grade will be an “F.” Education has an 8(a) Program goal for fiscal year 2002 of 2.5 percent.

Women-Owned Business Goal

Education has not met its women-owned business goal from 1998 through 2000. Based on figures for 2001, Education again did not meet its goal. Education achieved 1.02 percent. Education=s goal was 5 percent. As Education achieved 20.4 percent of its goal, the grade will be an “F.” Education has a women-owned business goal of 5 percent for fiscal year 2002.

HUBZone Small Business Concern Goal

Education did not achieve its HUBZone goal in 2001. Education achieved 0.1 percent. Education’s goal was 2 percent. As Education achieved 5 percent of its goal, the grade will be an “F.” Education has a HUBZone business goal of 2.5 percent for fiscal year 2002.

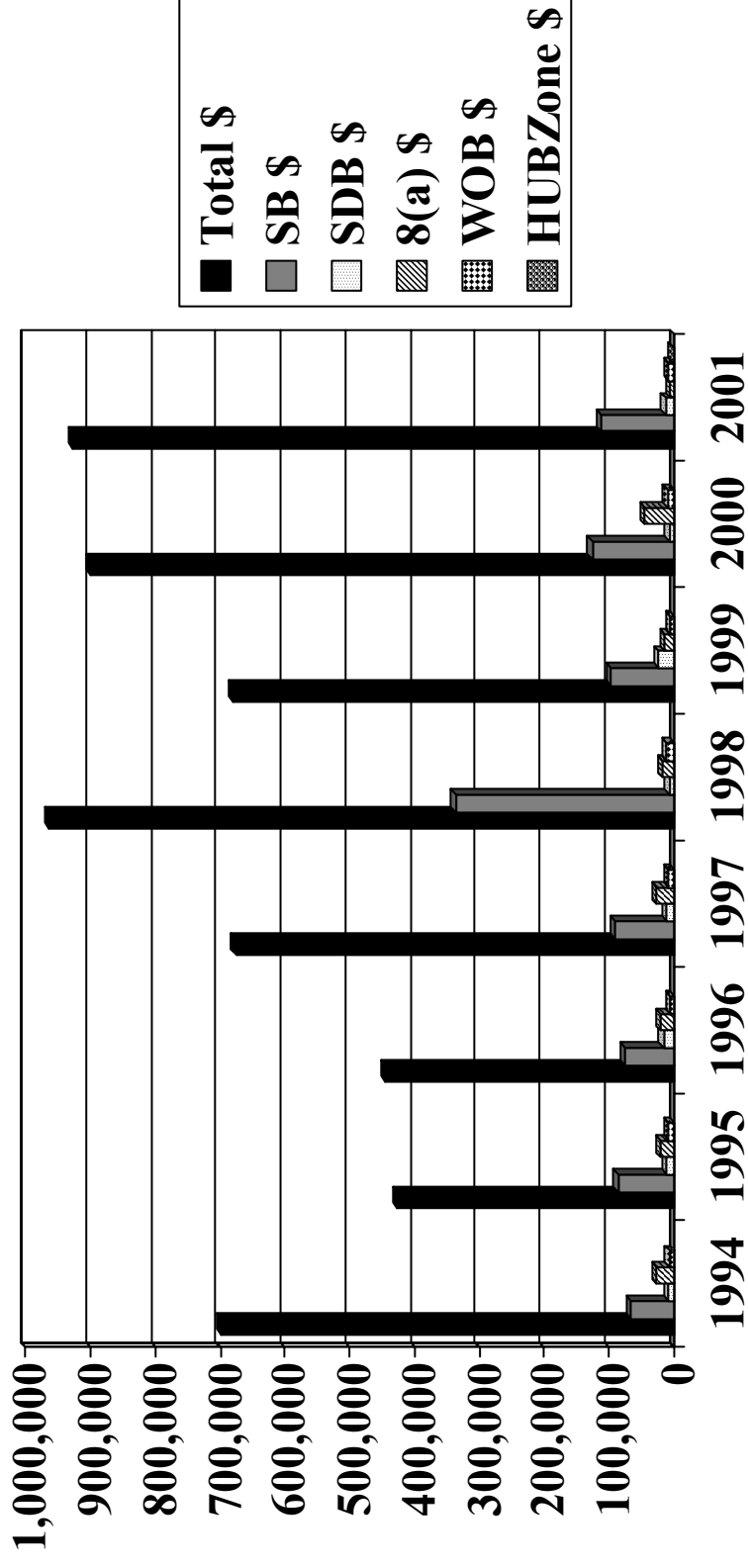
Overall Grade

Small Business Goal	F 0 points
Small Disadvantaged Business Goal	C 2 points
8(a) Program Goal	F 0 points
Women-Owned Business Goal	F 0 points
HUBZone Goal	F 0 points
Average Grade	F 0.4 points

With an “F” in the Small Business Goal, a “C” in the Small Disadvantaged Business Goal, an “F” in the 8(a) Program goal, an “F” in the Women-Owned Business Goal, and an “F” in the HUBZone Goal, with all categories weighed equally, the Department of Education has an overall point total of 0.4 points, for a grade of “F.”

Department of Education

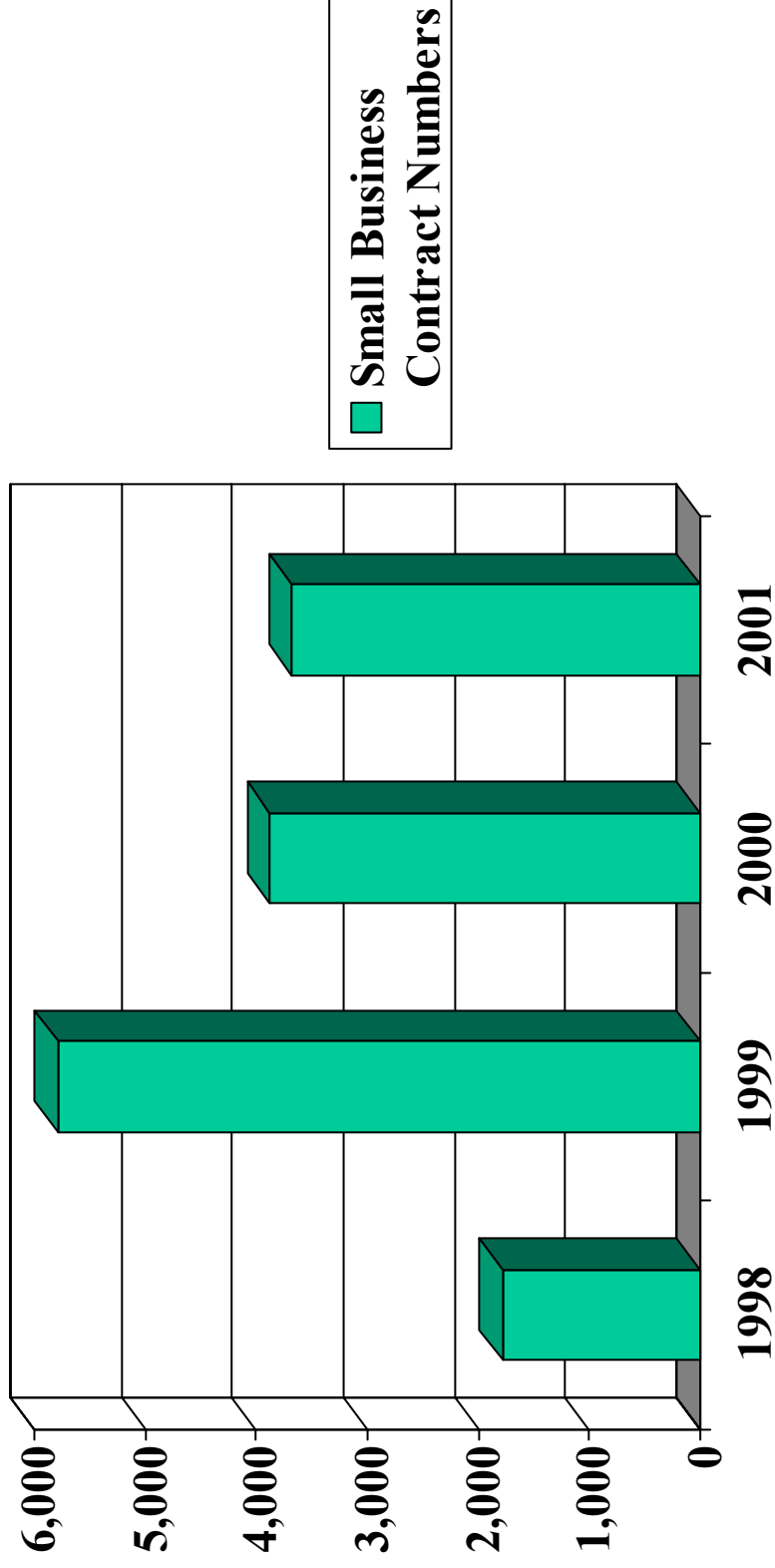
Procurement Dollars



Dollars are expressed in millions.

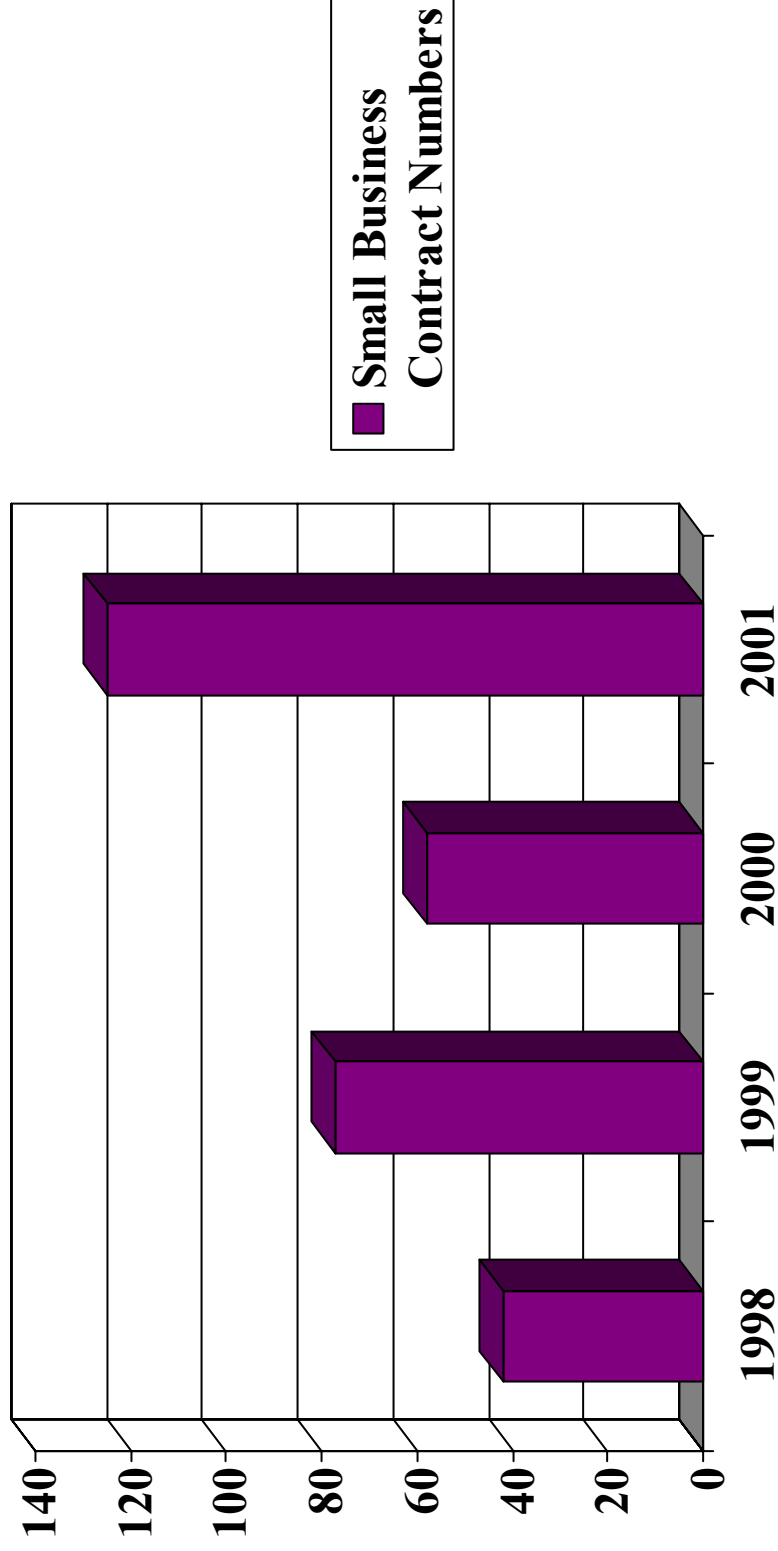
U.S. Department of Education

Number of Contracts to Small Businesses



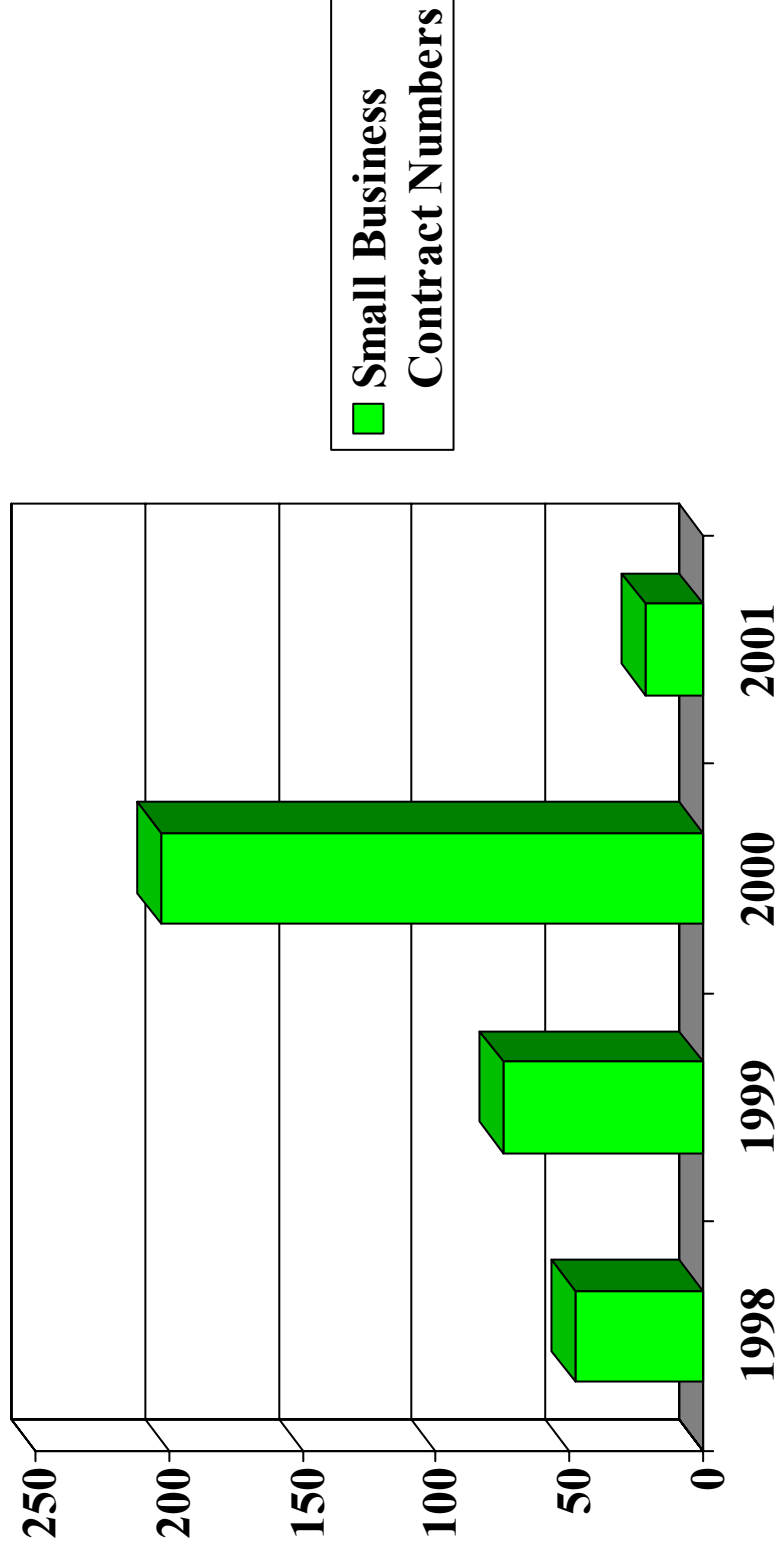
U.S. Department of Education

Number of Contracts to Small Disadvantaged Businesses



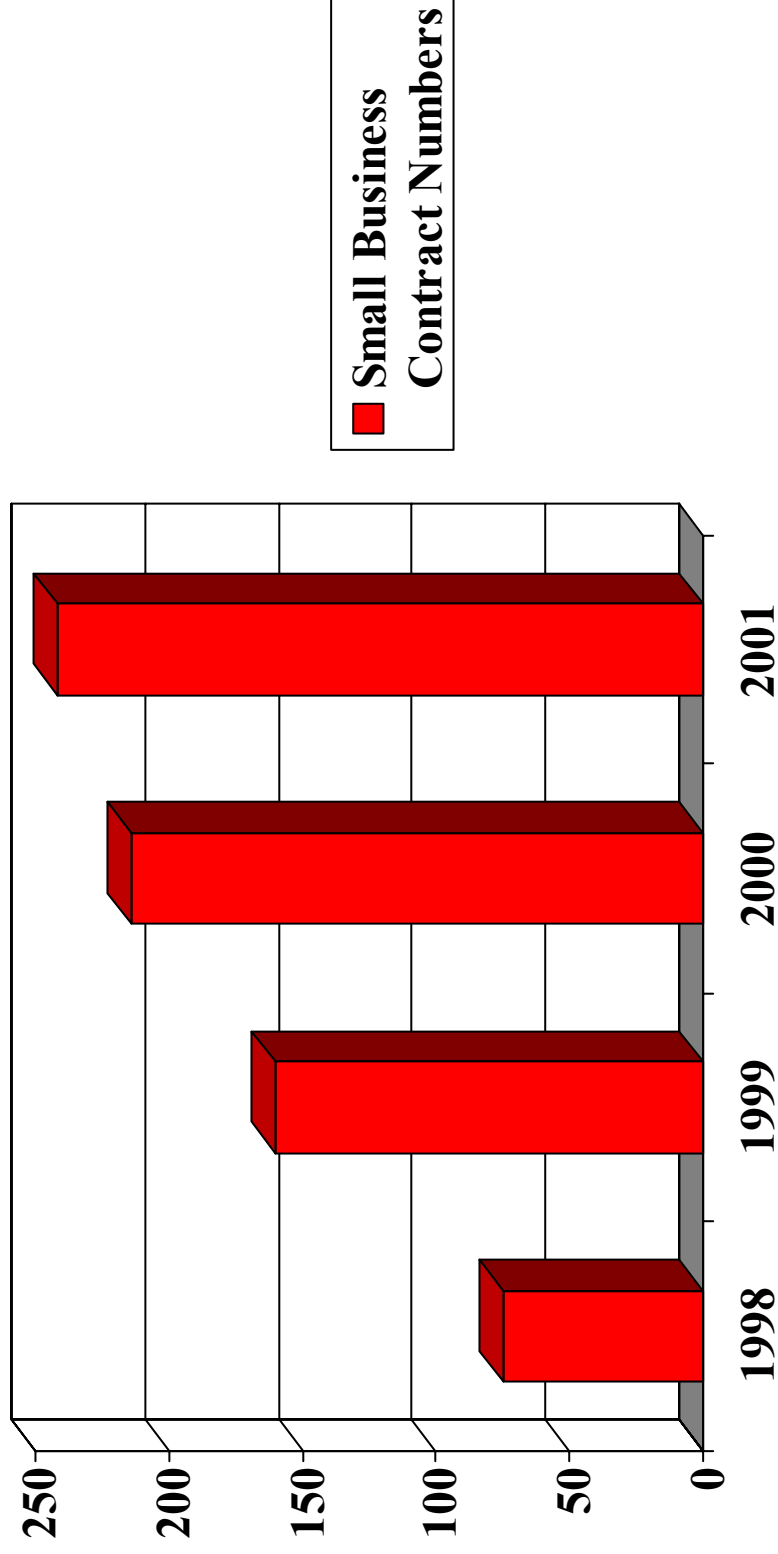
U.S. Department of Education

Number of Contracts to 8(a) Firms



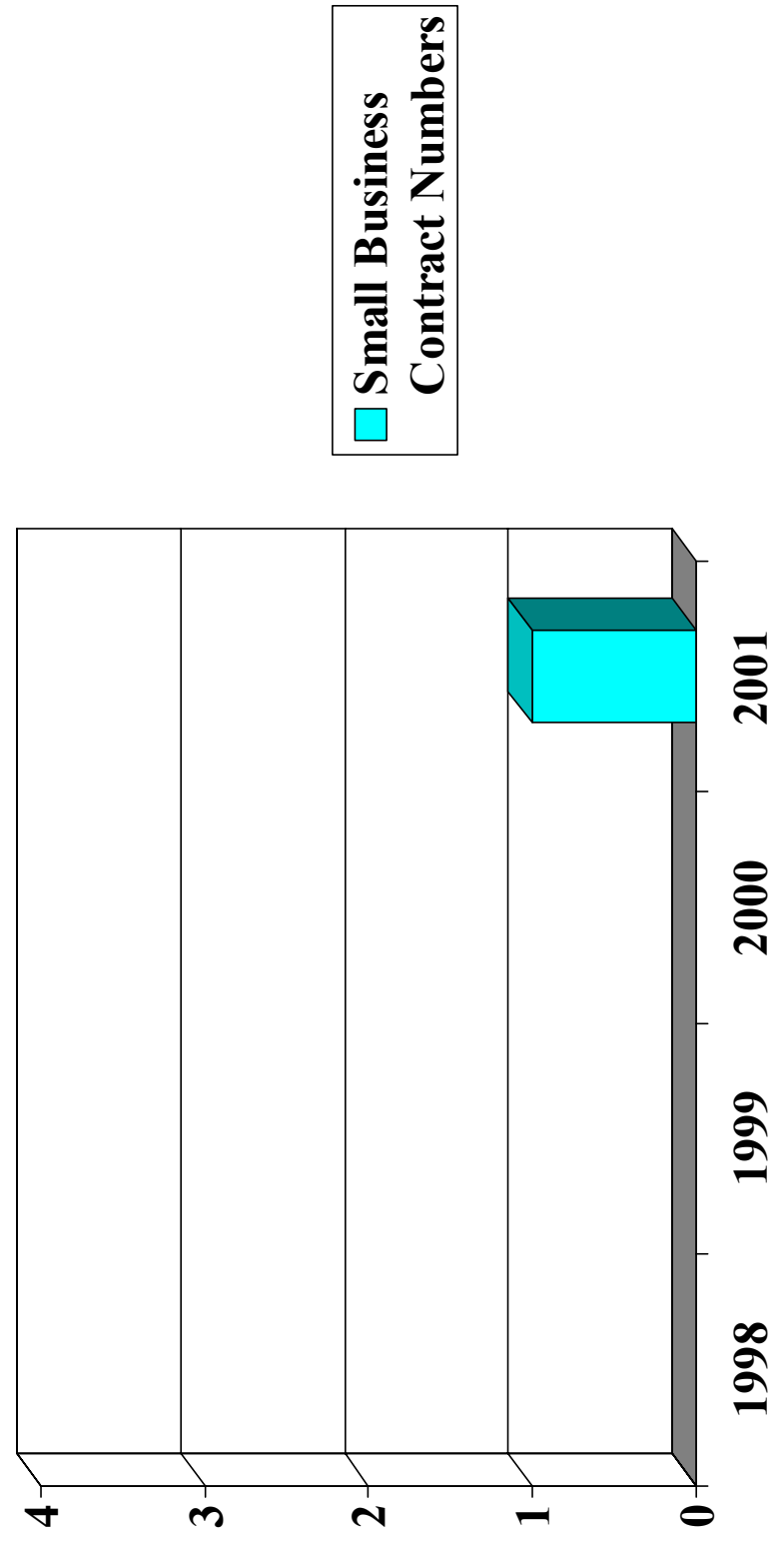
U.S. Department of Education

Number of Contracts to Women-Owned Businesses



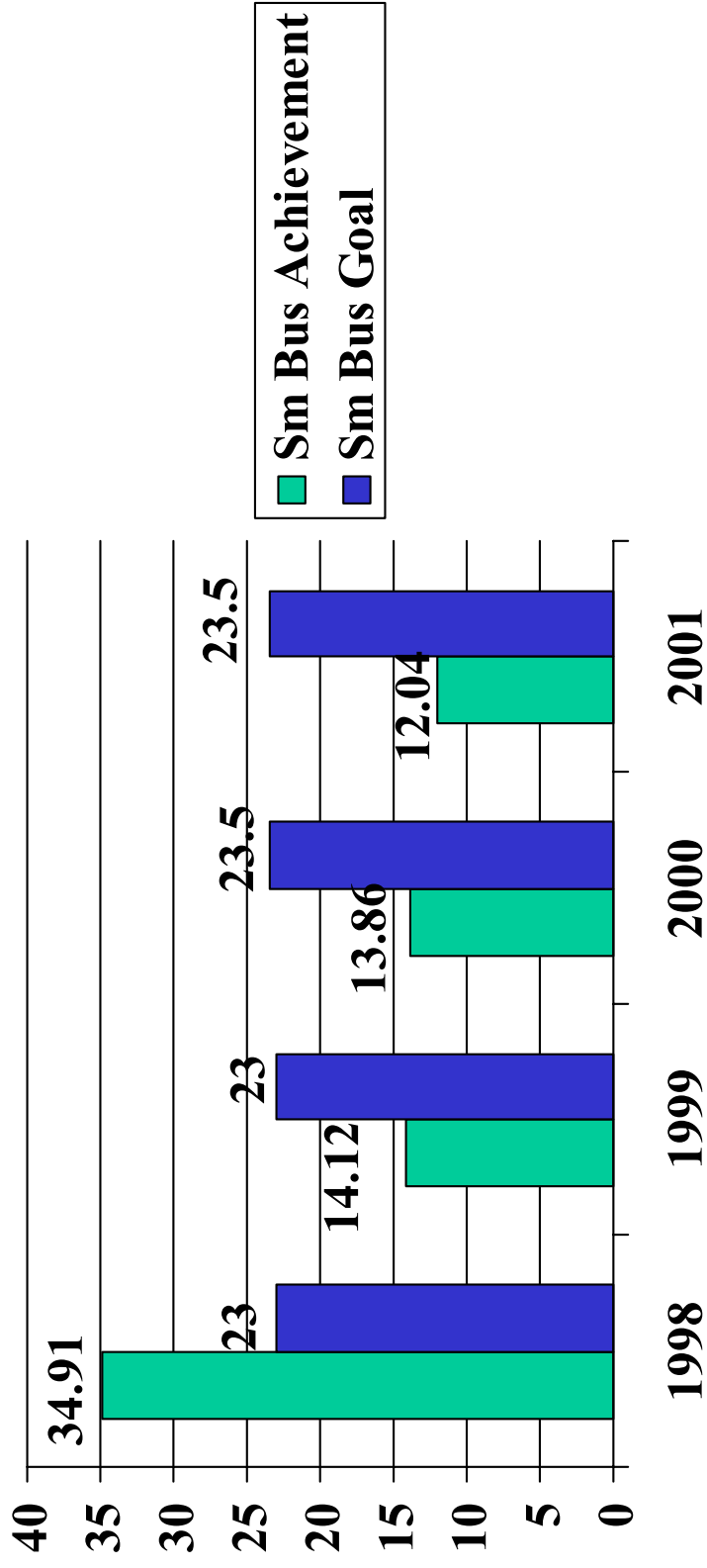
U.S. Department of Education

Number of Contracts to HUBZone Businesses



Department of Education

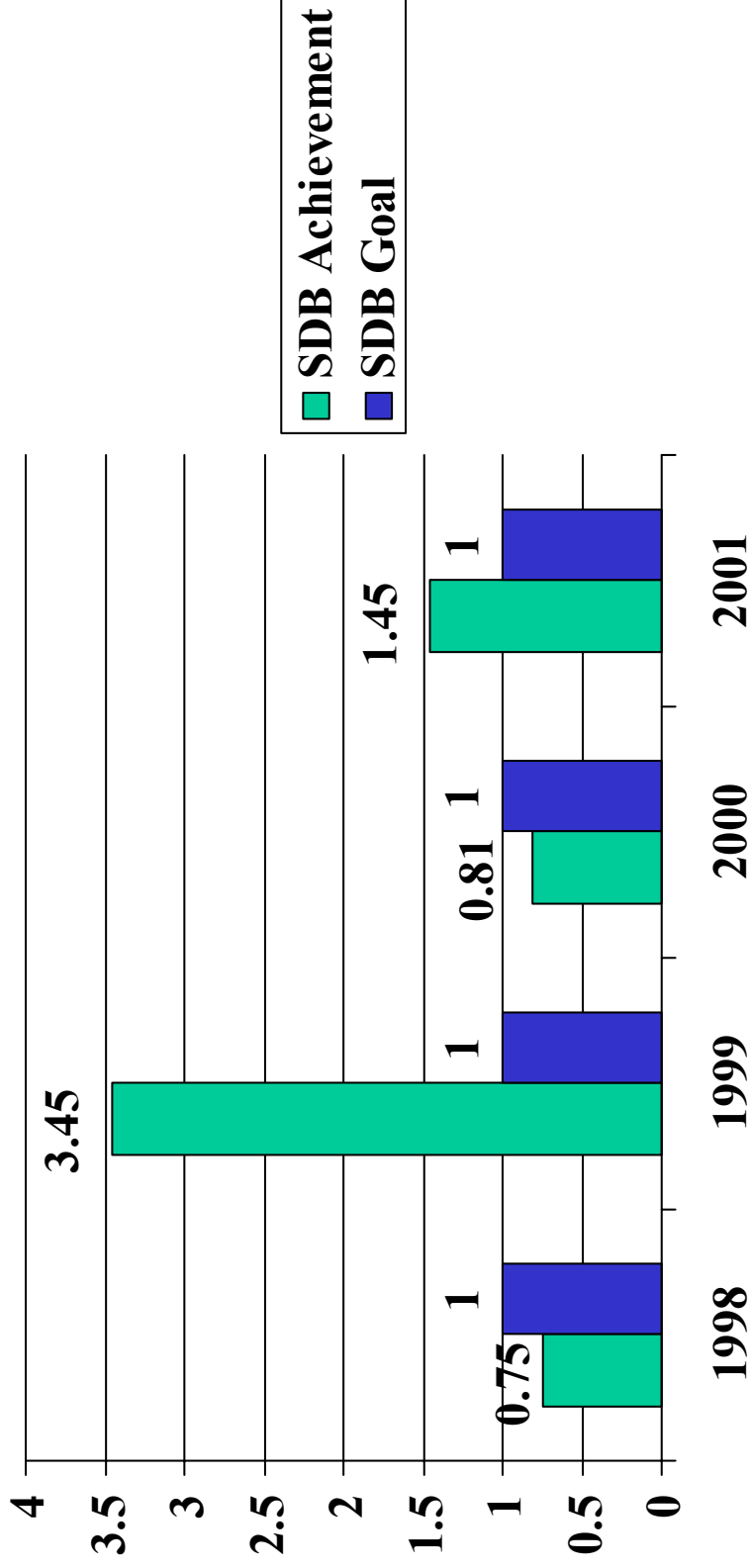
Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

Department of Education

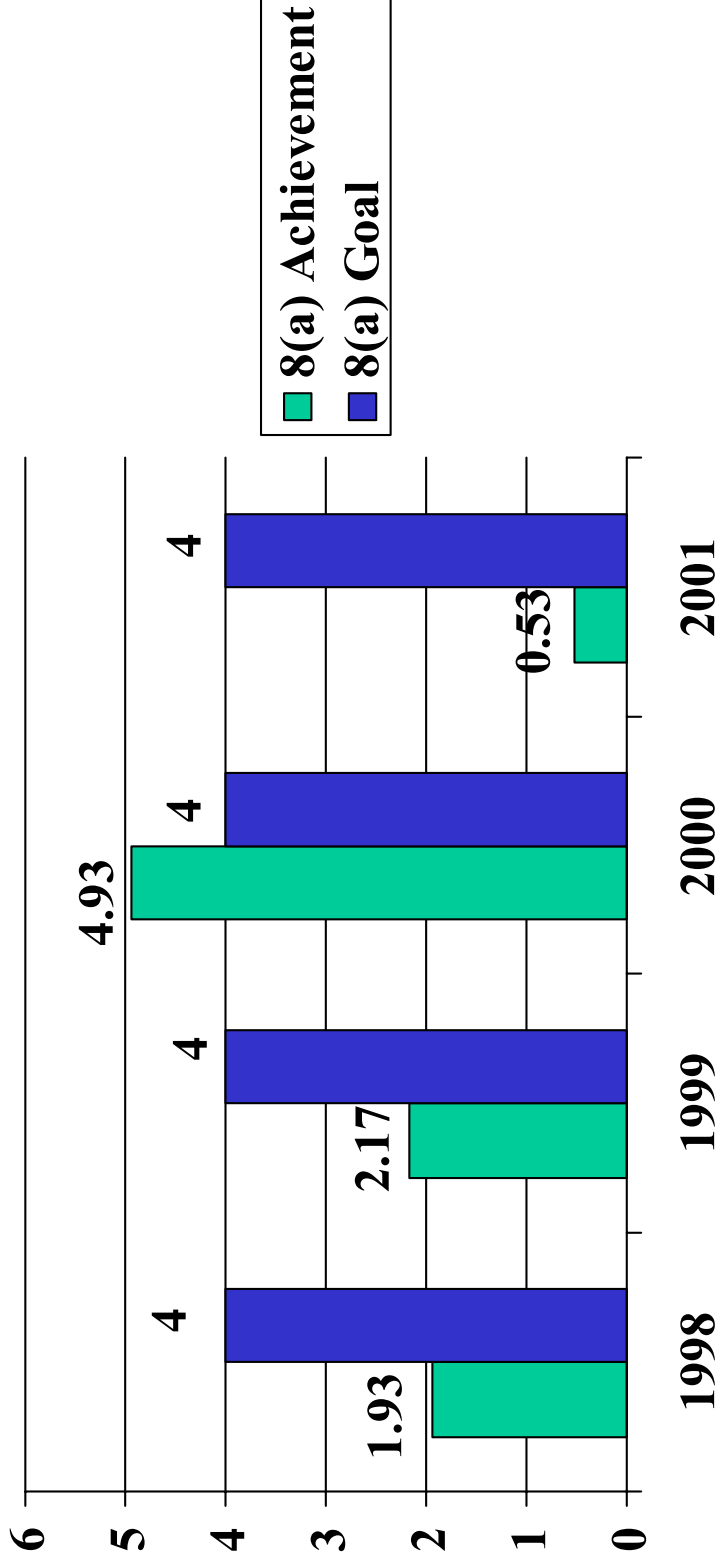
SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Department of Education

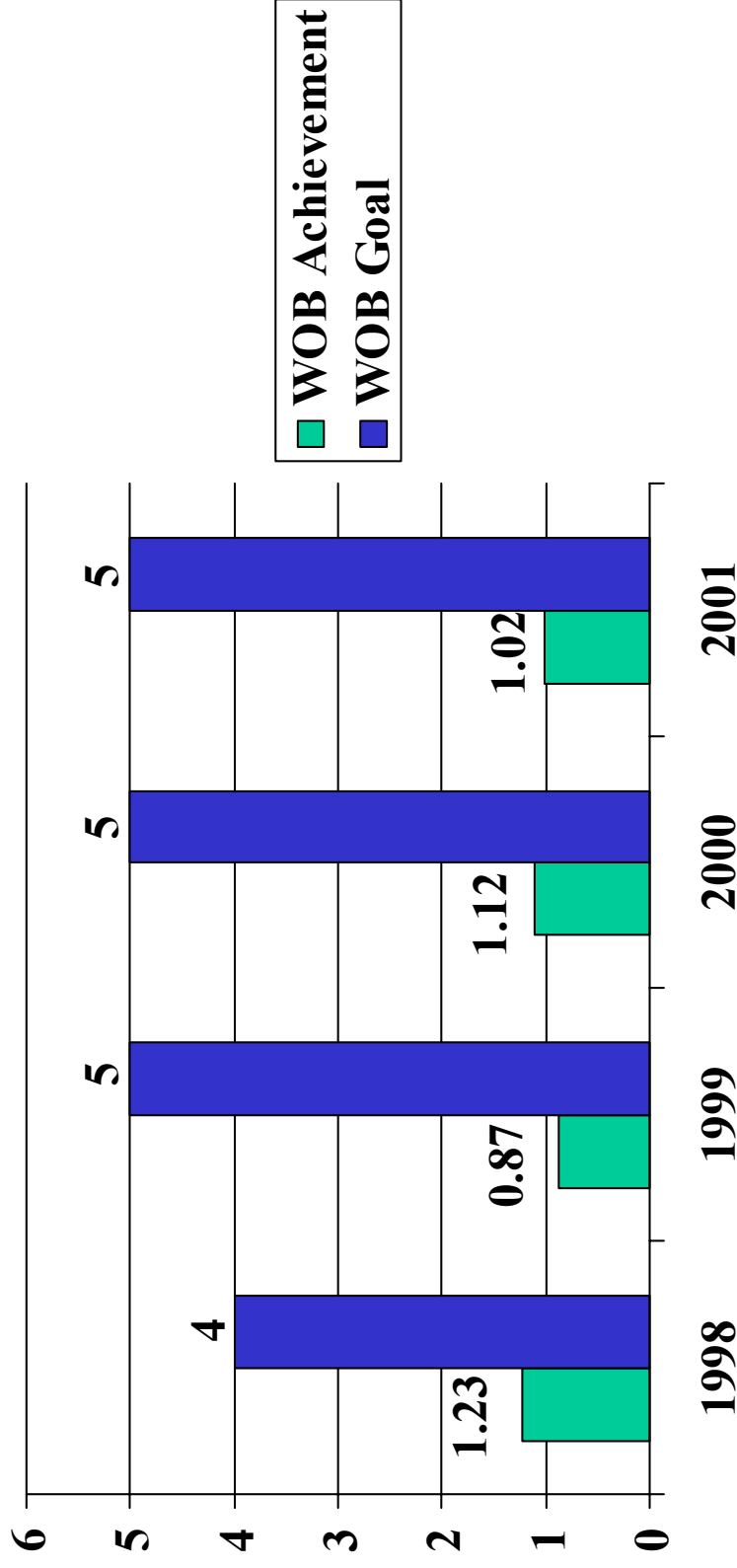
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Department of Education

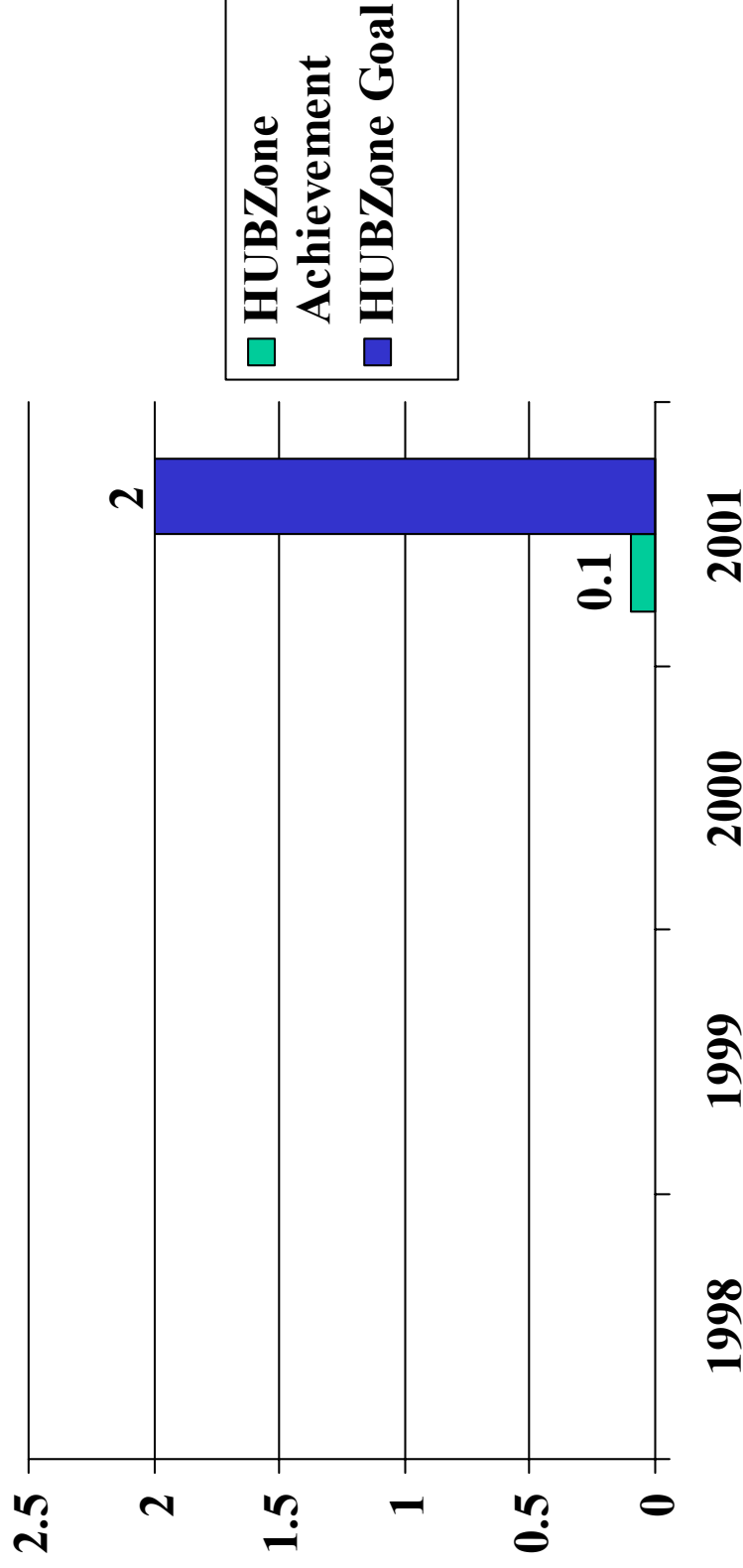
Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Department of Education

HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

Department of Housing and Urban Development

Procurement Dollar Analysis

The Department of Housing and Urban Development (HUD) had procurement activity of \$220.1 million in 1994. Slight increases occurred in 1995 and 1996 as follows: 1996 - \$230.8 million and 1997 - \$258.6 million. Slight decreases followed in 1997 and 1998: 1997 - \$258.2 million and 1998 - \$228.2 million. Figures for 1999 figures showed a dramatic increase in procurement activity to \$792.2 million. HUD showed an increase to \$1.1 billion in 2000. In 2001, HUD showed a decrease in procurement volume to \$815.4 million.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by HUD increased from 2,612 in 1998, to 4,544 in 1999. Figures for 2000 showed a slight decrease to 4,492 contracts awarded to small businesses by HUD. In 2001, HUD awarded 3,670 contracts to small businesses.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses by HUD decreased from 316 in 1998, to 437 in 1999. In 2000, this number decreased again with HUD awarding 329 contracts to small disadvantaged businesses. In 2001, HUD awarded 382 contracts to small disadvantaged businesses.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms HUD increased from 35 in 1998 to 81 in 1999. In 2000, HUD awarded 114 contracts to 8(a) firms. In 2001, HUD awarded 135 contracts to 8(a) companies.

Women-Owned Business

From 1998 to 1999, the number of contracts awarded to women-owned businesses by HUD increased from 127 in 1998, to 369 in 1998. In 2000, HUD awarded 452 contracts to women-owned businesses. In 2001, HUD awarded 299 contracts to women-owned businesses – a decrease of nearly 34 percent in one year.

HUBZone Small Business Concerns

In 2001, HUD awarded 16 contracts to HUBZone companies.

Goal Achievement

Small Business Goal

HUD exceeded its small business goal from 1998 through 2000. Based on figures for 2001, HUD again exceeded its small business goal of 26 percent. HUD achieved 35.73 percent. Normally the grade would be an “A.”

	1998	1999	2000	2001
SB Goal	31	23	26	26
SB Achievement	40.86	33.58	40.66	35.73

Based on the first three years of this study, the average achievement was 38.37 percent. The average goal over the same period was 35.3 percent. As HUD has an unreasonably low goal for 2001, the letter grade will be dropped to a “B.” For fiscal year 2002, HUD has a small business goal of 30 percent.

Small Disadvantaged Business Goal

HUD exceeded its small disadvantaged business goal from 1998 through 2000. Based on figures for 2001, HUD exceeded its goal. HUD achieved 8.84 percent. HUD's goal was 2 percent. As HUD exceeded its goal, the grade would normally be an “A.”

	1998	1999	2000	2001
SDB Goal	3	1.5	2	2
SDB Achievement	4.47	2.87	6.98	8.84

Based on the first three years of this study, the average achievement was 4.77 percent. The average goal over the same period was 2.17 percent. As HUD has an unreasonably low goal for 2001, the letter grade would normally be dropped to a “B.” However, because HUD also had a goal lower than the statutory goal, the grade will be dropped to a “C.” HUD has a goal of 11 percent for 2002.

8(a) Program Goal

HUD has not met its 8(a) Program goal from 1998 through 2000. Based on figures for 2001, HUD did not achieve its 8(a) Program goal. HUD achieved 3.09 percent. HUD's goal was 5 percent. As HUD achieved 61.8 percent of its goal, the grade will be a "D." HUD has an 8(a) Program goal for fiscal year 2002 of 5.5 percent.

Women-Owned Business Goal

HUD did not achieve its women-owned business goal only in 1998, but did exceed its goal in 1999 and 2000. Based on figures for 2001, HUD exceeded its goal. HUD achieved 14.71 percent. HUD's goal was 5 percent. Therefore, the grade would normally be an "A."

	1998	1999	2000	2001
WOB Goal	5	5	5	5
WOB Achievement	2.44	14.95	10.55	14.71

Based on the first three years of this study, the average achievement was 9.31 percent. The average goal over the same period was 5 percent. As HUD has an unreasonably low goal for 2001, the letter grade would normally be dropped to a "B." HUD has a women-owned business goal of 10 percent for 2002.

HUBZone Small Business Concern Goal

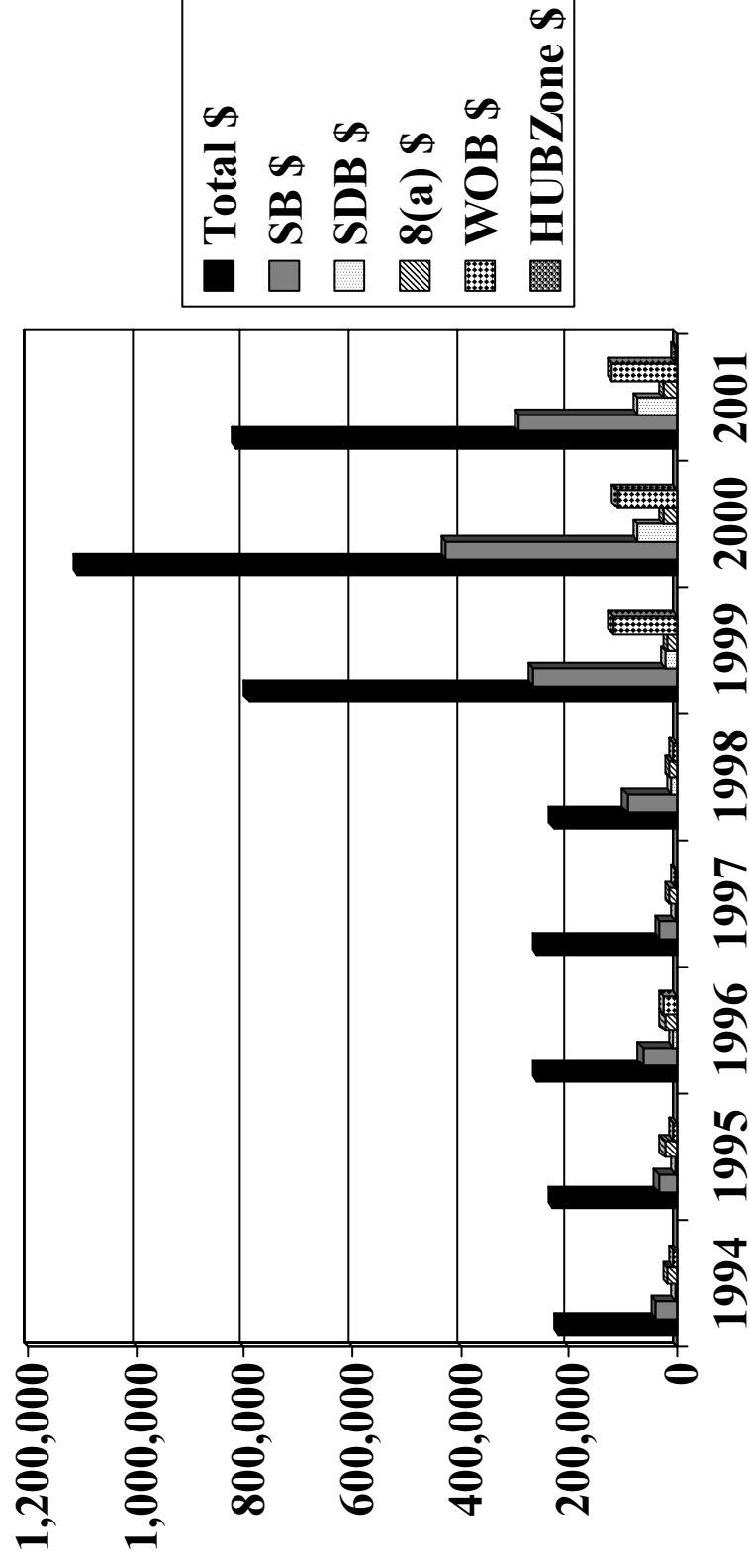
HUD did not achieve its HUBZone goal in 2001. HUD achieved 0.28 percent. HUD's goal was 2 percent. As HUD achieved 14 percent of its goal, the grade will be an "F." HUD has a HUBZone business goal of 2.5 percent for fiscal year 2002.

Overall Grade

Small Business Goal	B 3 points
Small Disadvantaged Business Goal	C 2 point
8(a) Program Goal	D 1 point
Women-Owned Business Goal	B 3 points
HUBZone Goal	F 0 points
Average Grade	D 1.8 points

With a “B” in the Small Business Goal, a “C” in the Small Disadvantaged Business Goal, a “D” in the 8(a) Program goal, a “B” in the Women-Owned Business Goal, and an “F” in the HUBZone Goal, with all categories weighed equally, the Department of Housing and Urban Development has an overall point total of 1.8 points, for a grade of “D.”

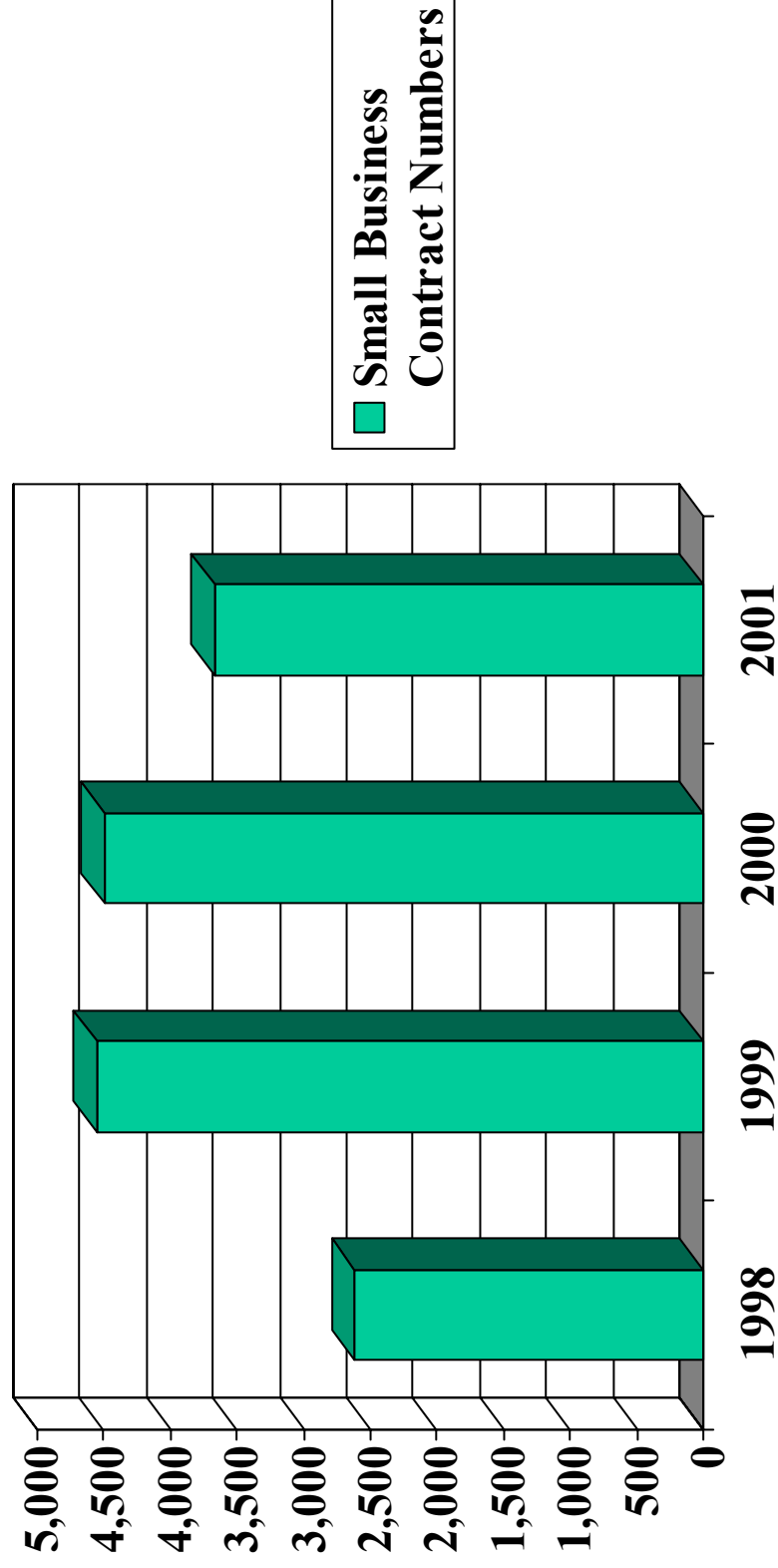
Department of Housing & Urban Development Procurement Dollars



Dollars are expressed in millions.

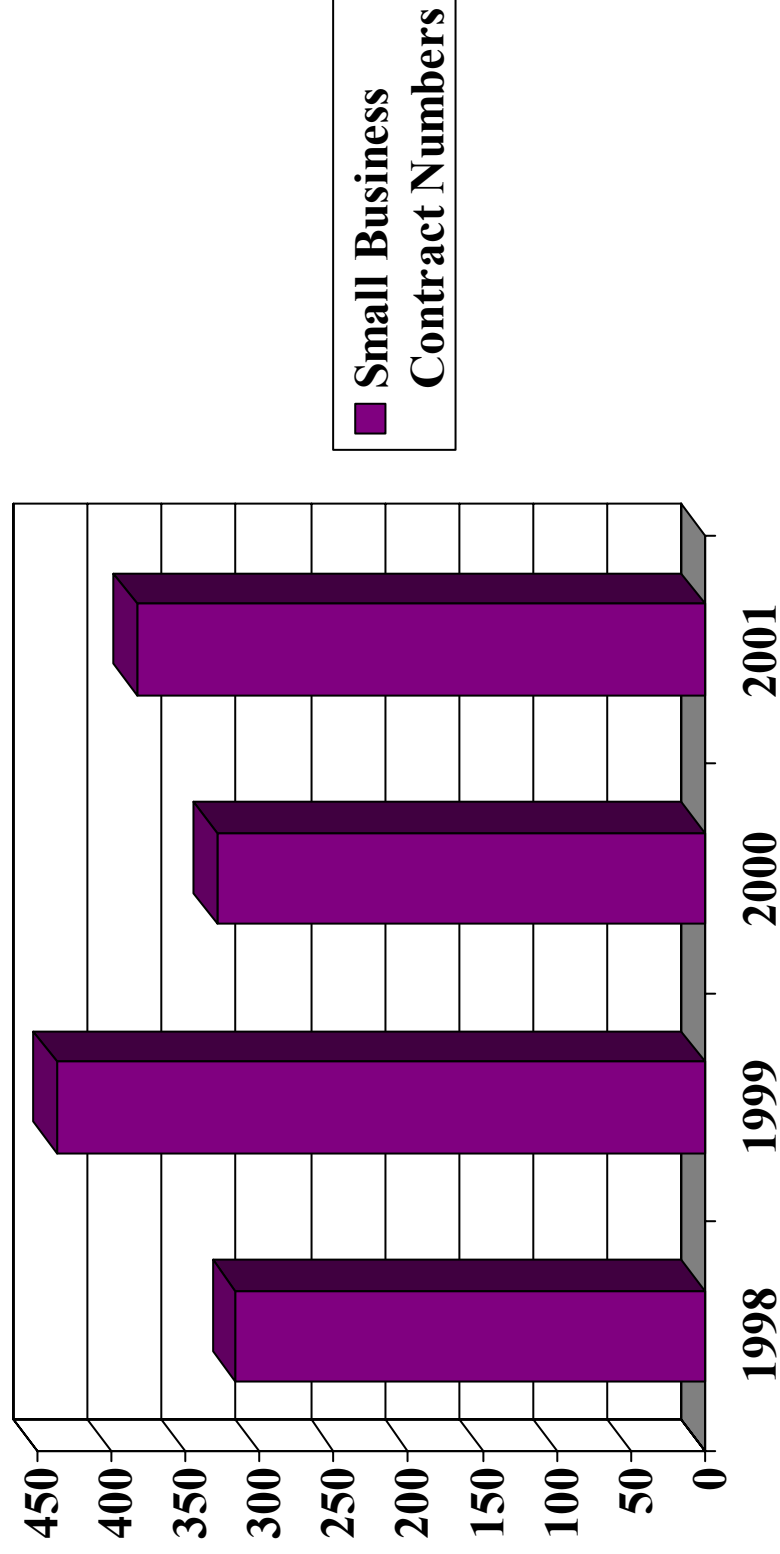
U.S. Department of Housing and Urban Development

Number of Contracts to Small Businesses



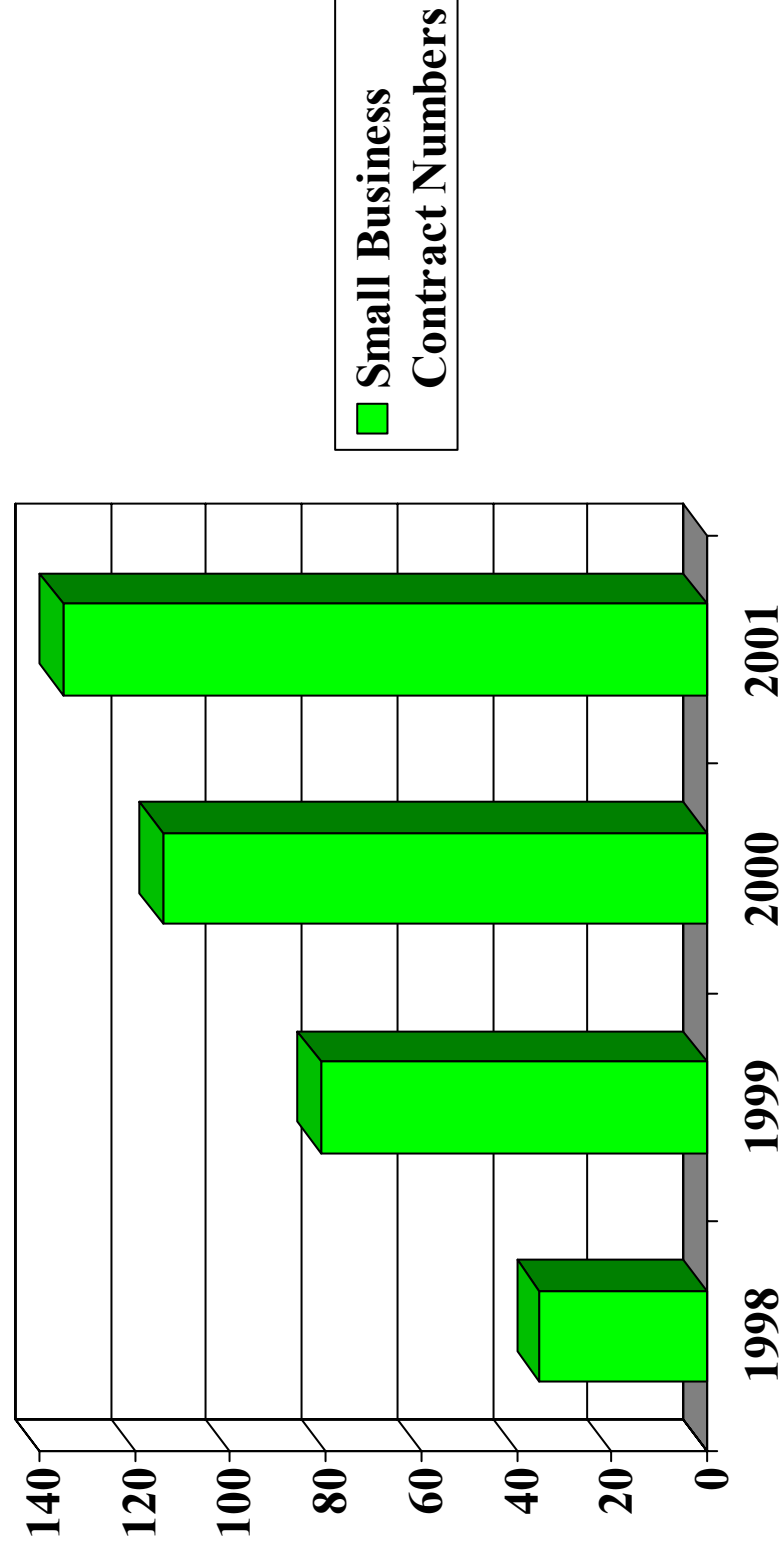
U.S. Department of Housing and Urban Development

Number of Contracts to Small Disadvantaged Businesses



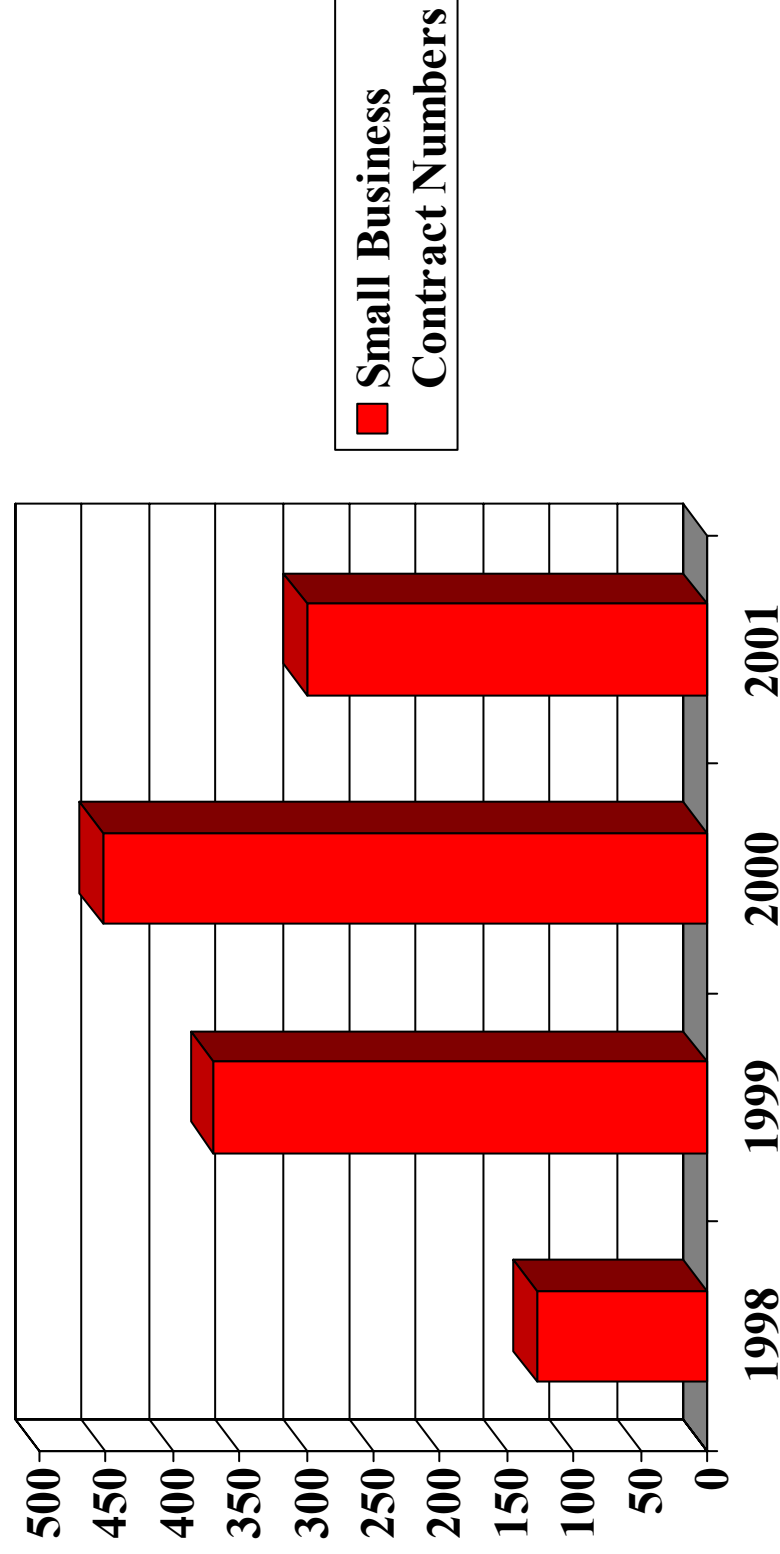
U.S. Department of Housing and Urban Development

Number of Contracts to 8(a) Firms



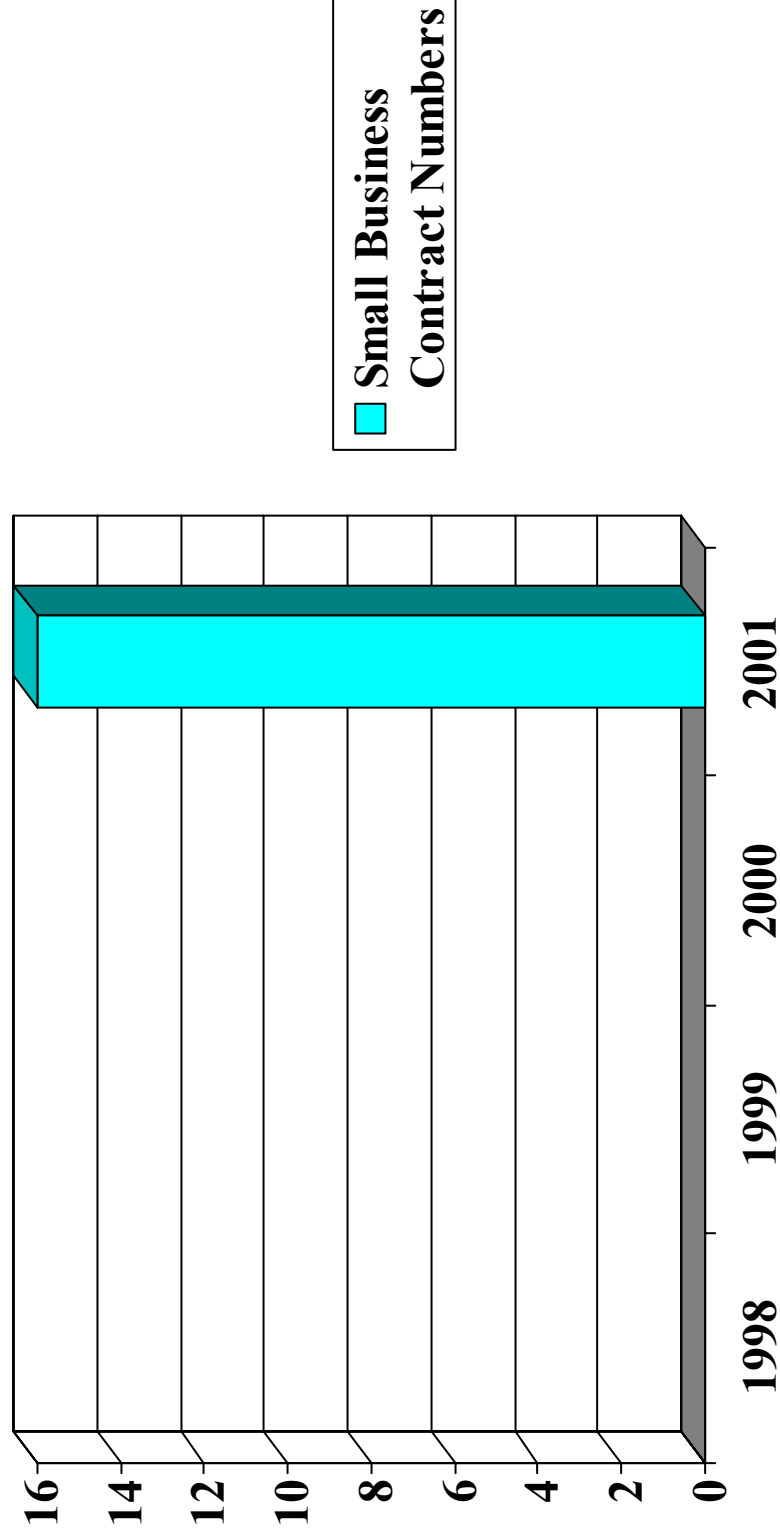
U.S. Department of Housing and Urban Development

Number of Contracts to Women-Owned Businesses



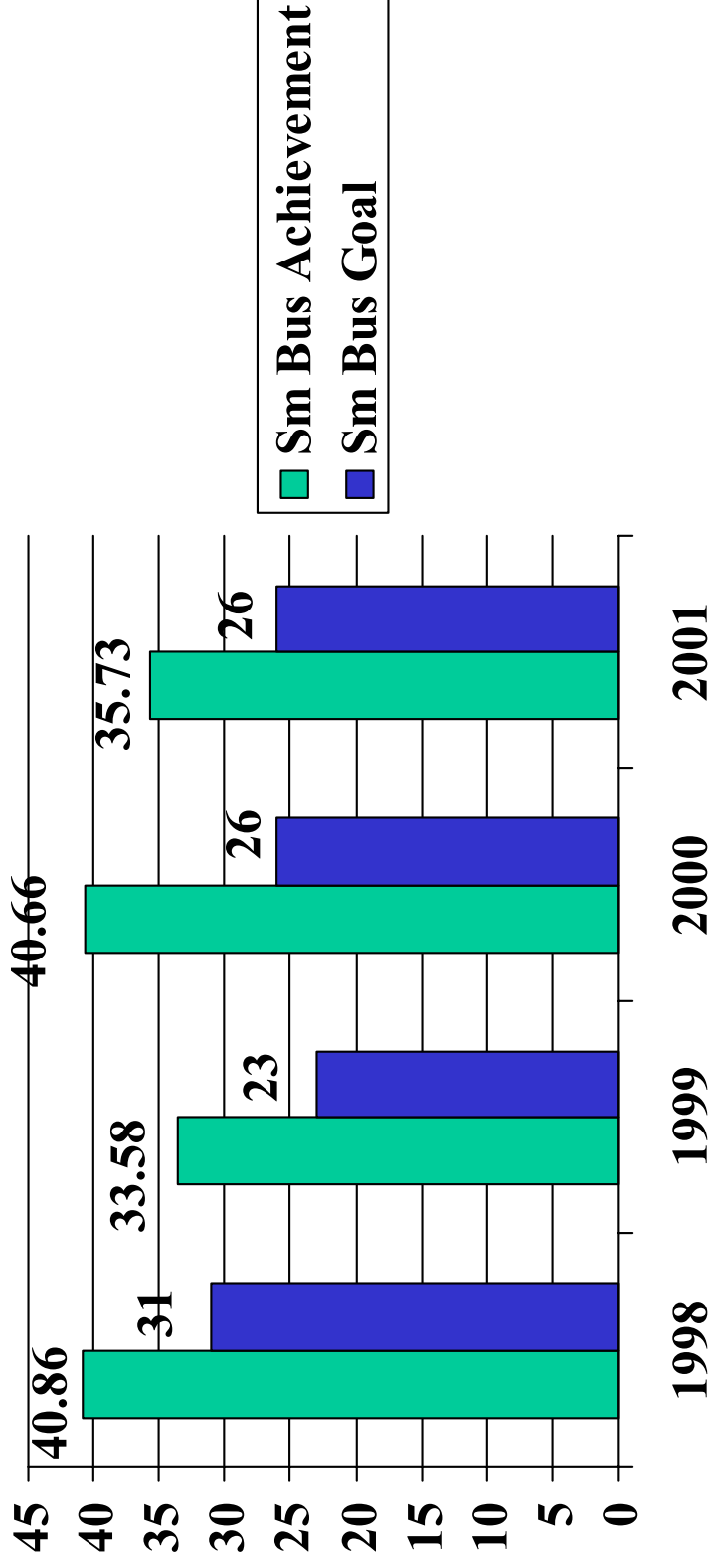
U.S. Department of Housing and Urban Development

Number of Contracts to HUBZone Businesses



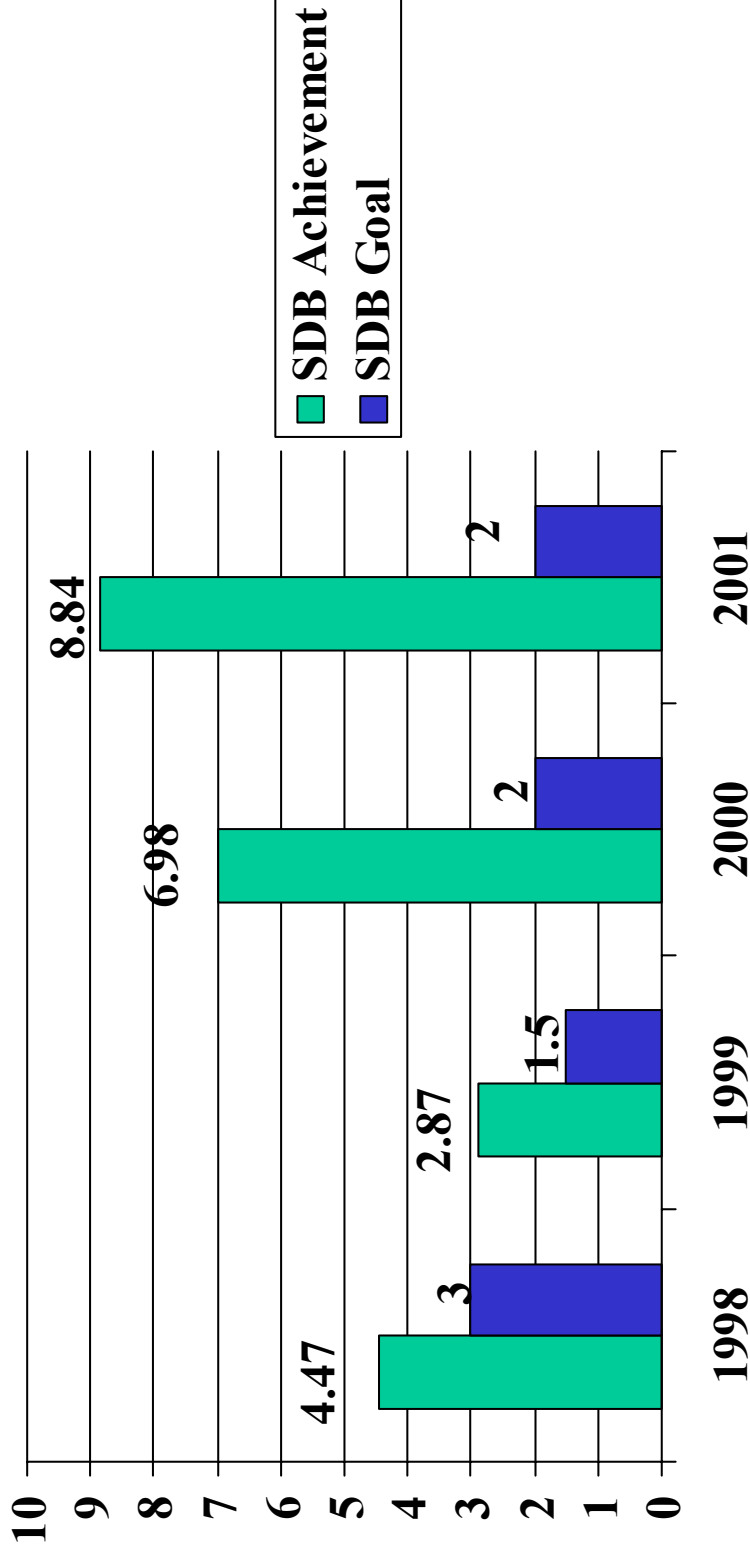
Department of Housing & Urban Development

Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

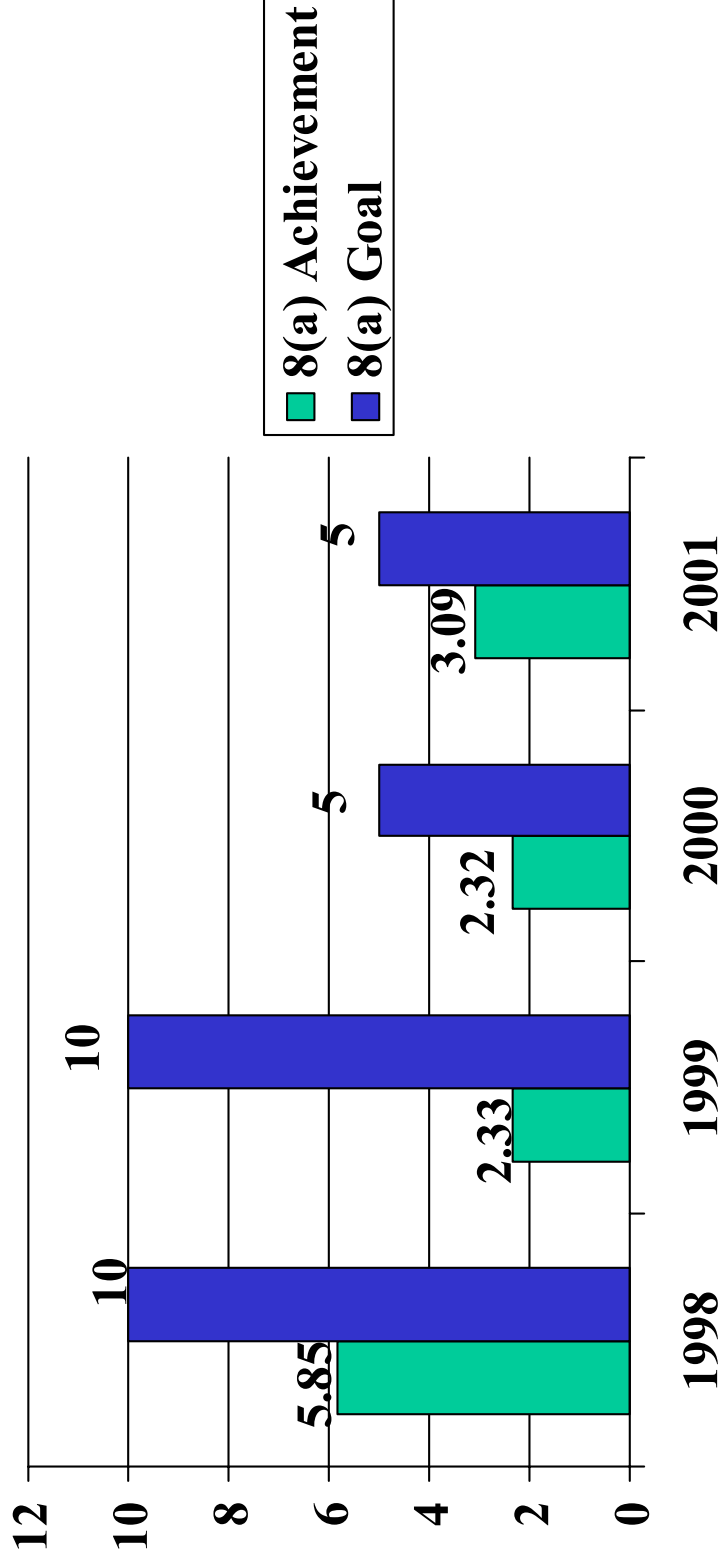
Department of Housing & Urban Development SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Department of Housing & Urban Development

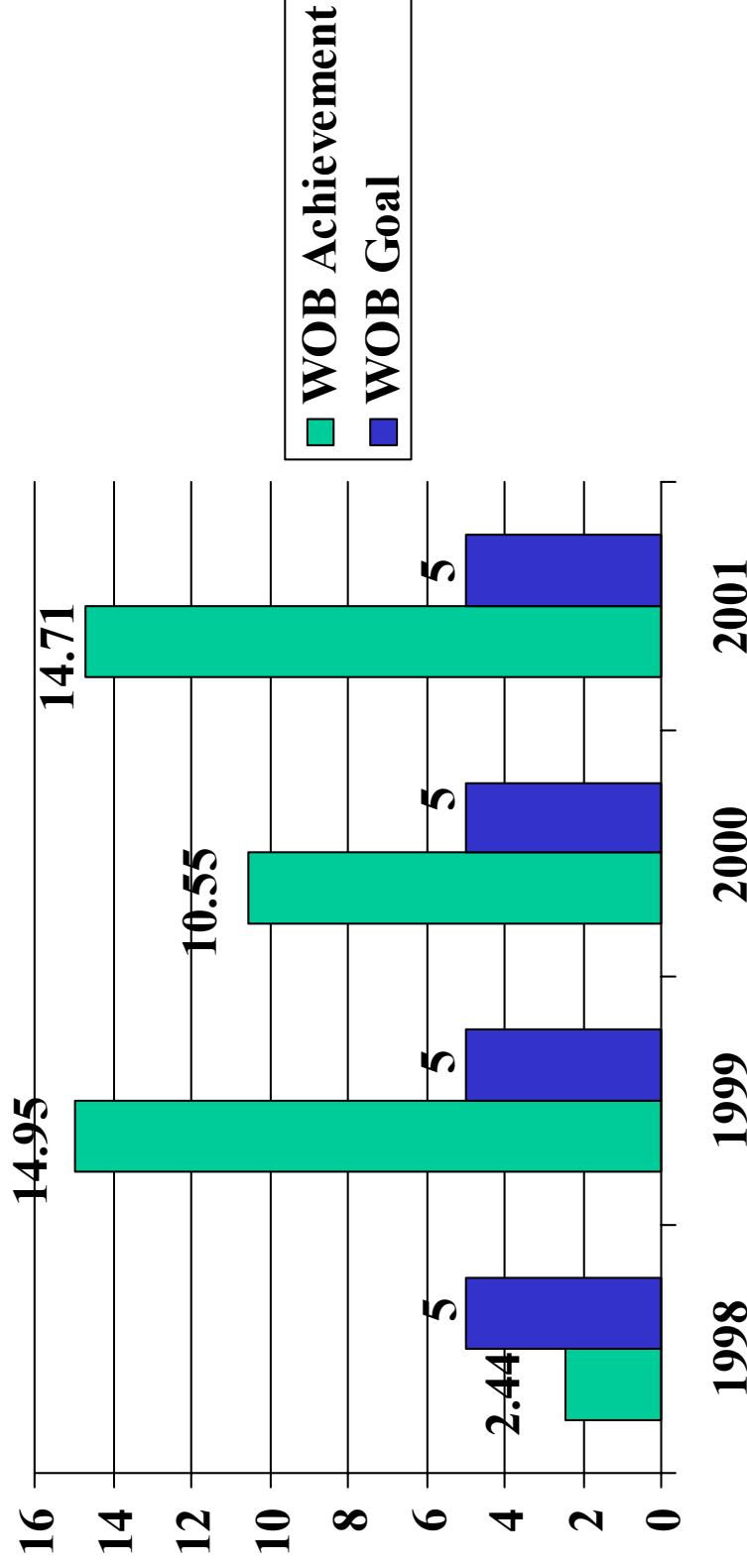
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Department of Housing & Urban Development

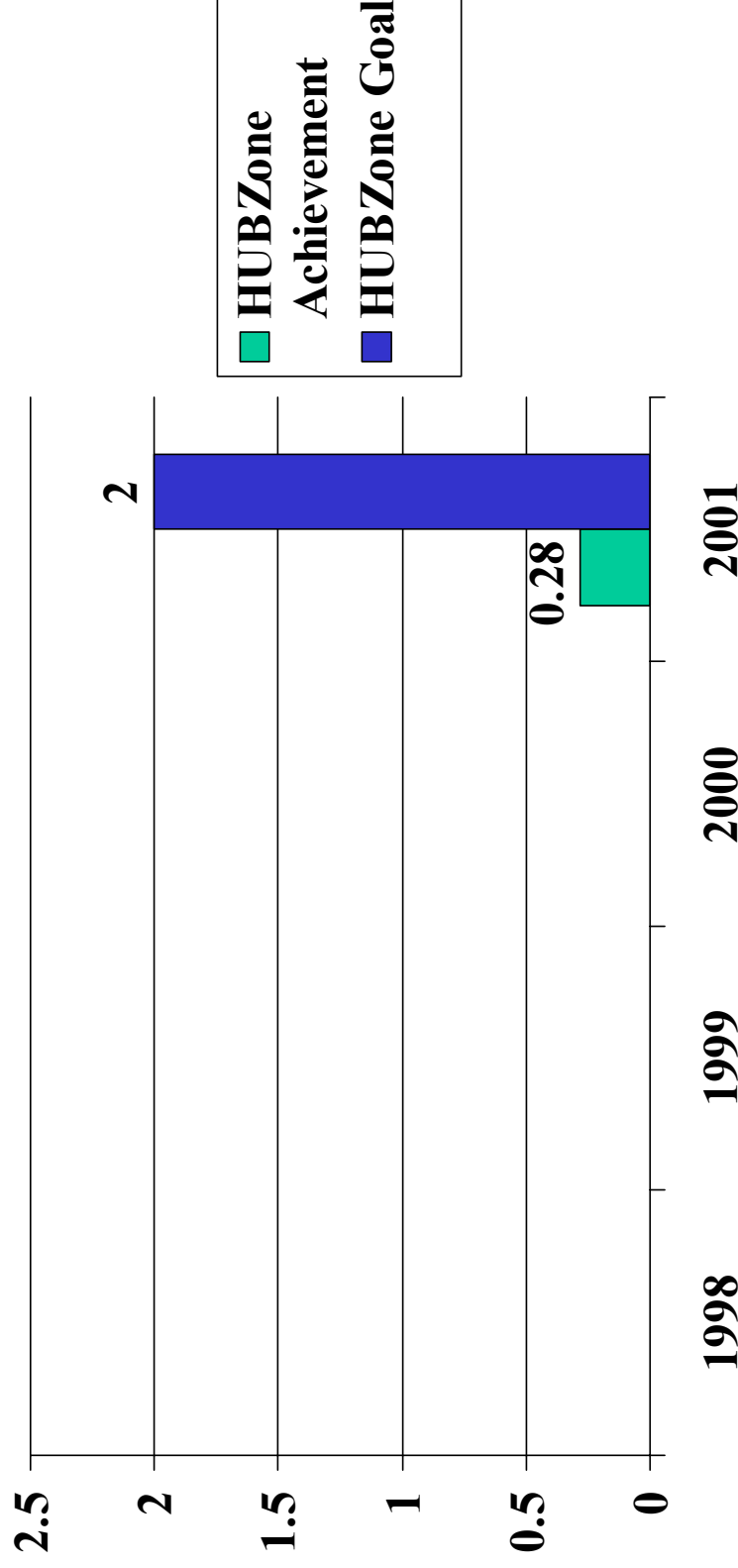
Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Department of Housing & Urban Development

HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

Agency for International Development

Procurement Dollar Analysis

In 1994, the Agency for International Development (USAID) had procurement activity of \$549.5 million. Activity increased in 1995 to \$668 million. A substantial decrease occurred in 1996 to \$363.5 million. Another substantial decrease occurred in 1997 to \$68.5 million. A substantial increase occurred in 1998 to \$342.2 million. An increase also occurred in 1999 to \$431.5 million and in 2000 to \$455.2 million. Based on 2001 figures, USAID shows an increase to \$542.6 million.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by USAID decreased from 1,213 in 1998 to 873 in 1999. In 2000, USAID awarded only 707 contracts to small businesses. In 2001, USAID awarded 1,421 contracts to small businesses.

Small Disadvantaged Business

From 1997 to 1998, the number of contracts awarded to small disadvantaged businesses by USAID decreased from 294 in 1998 to 157 in 1999. In 2000, USAID awarded 310 contracts to small disadvantaged businesses. In 2001, USAID awarded 596 contracts to small disadvantaged businesses.

8(a) Program

From 1997 to 1998, the number of contracts awarded to 8(a) firms by USAID increased from 33 in to 48 in 1999. In 2000, USAID awarded 17 contracts to 8(a) firms. In 2001, USAID awarded 36 contracts to 8(a) firms.

Women-Owned Business

From 1997 to 1998, the number of contracts awarded to women-owned businesses by USAID increased from 55 in 1998 to 139 in 1999. In 2000, USAID awarded 112 contracts to women-owned businesses. In 2001, USAID awarded only 38 contracts to women-owned businesses.

HUBZone Small Business Concerns

In 2001, USAID awarded no contracts to HUBZone companies.

Goal Achievement

Small Business Goal

USAID did not meet its small business goal from 1998 through 2000. Based on figures for 2001, USAID achieved its small business goal. USAID achieved 69.57 percent. USAID=s goal was 28.5 percent. As USAID achieved its goal, the grade will be an “A.” USAID=s small business goal for fiscal year 2002 is 28 percent.

Small Disadvantaged Business Goal

USAID exceeded its small disadvantaged business goal in 1998 through 2000. Based on figures for 2001, USAID again exceeded its goal. USAID achieved 28.15 percent. USAID=s goal was 3 percent. Normally, USAID would receive an “A” for exceeding its goal.

	1998	1999	2000	2001
SDB Goal	5.6	3	3	3
SDB Achievement	10.96	10.57	14.7	28.15

Based on the first three years of this study, the average achievement was 12.08 percent. The average goal over the same period was 3.9 percent. Therefore, the letter grade would normally be dropped to a “B.” Additionally, because the goal for fiscal year 2001 is less than the statutory goal of 5 percent, the letter grade would normally be further down-graded to a “C.” As USAID has set a goal below the statutory goal for the past two years, USAID will be further down-graded to a “D.” For fiscal year 2002, the goal is 9.8 percent.

8(a) Program Goal

USAID has not met its 8(a) Program goal from 1998 through 2000. Based on figures for 2001, USAID again did not meet its 8(a) Program goal. USAID achieved 1.03 percent. USAID=s goal was 7 percent. As USAID achieved only 14.7 percent of its goal, the grade will be an “F.” USAID has an 8(a) Program goal for fiscal year 2002 of 4.9 percent.

Women-Owned Business Goal

USAID did not meet its women-owned business goal in 1998 or 1999. USAID exceeded its goal in 2000. Based on figures for 2001, USAID did not meet its goal. USAID's goal was 5 percent. USAID achieved 3.67 percent. As USAID achieved 73.4 percent of its goal, the grade will be a "C." USAID has a women-owned business goal of 5 percent for fiscal year 2002.

HUBZone Small Business Concern Goal

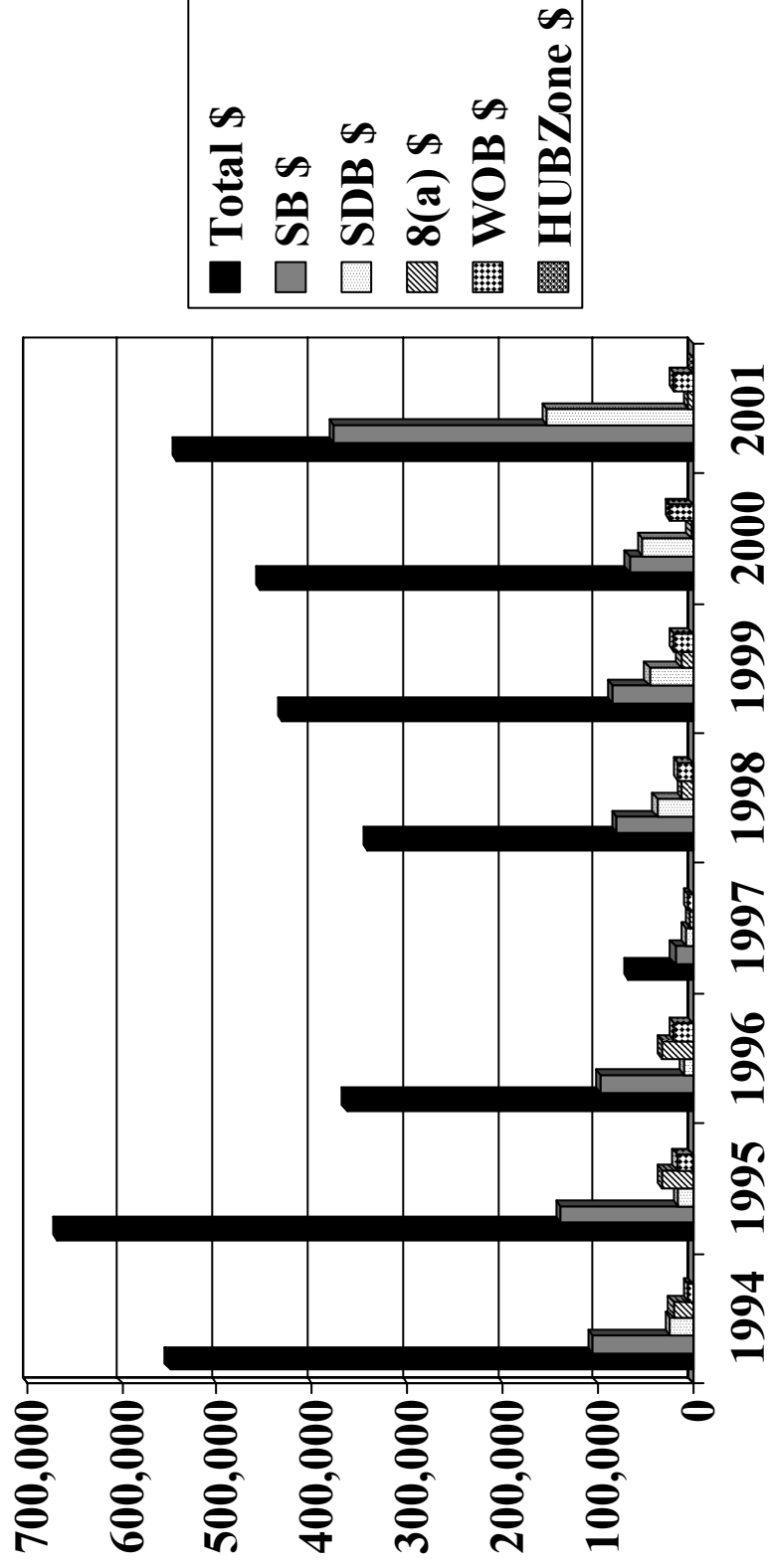
USAID did not achieve its HUBZone goal in 2001. USAID achieved 0 percent. USAID's goal was 2 percent. As USAID failed to achieve its goal, the grade will be an "F." USAID has a HUBZone business goal of 2.5 percent for fiscal year 2002.

Overall Grade

Small Business Goal	A 4 points
Small Disadvantaged Business Goal	D 1 point
8(a) Program Goal	F 0 points
Women-Owned Business Goal	C 2 points
HUBZone Goal	F 0 points
Average Grade	D 1.4 points

With an "A" in the Small Business Goal, a "D" in the Small Disadvantaged Business Goal, an "F" in the 8(a) Program goal, a "C" in the Women-Owned Business Goal, and an "F" in the HUBZone Goal, with all categories weighed equally, the U.S. Agency for International Development has an overall point total of 1.4 points, for a grade of "D."

U.S. Agency for International Development Procurement Dollars

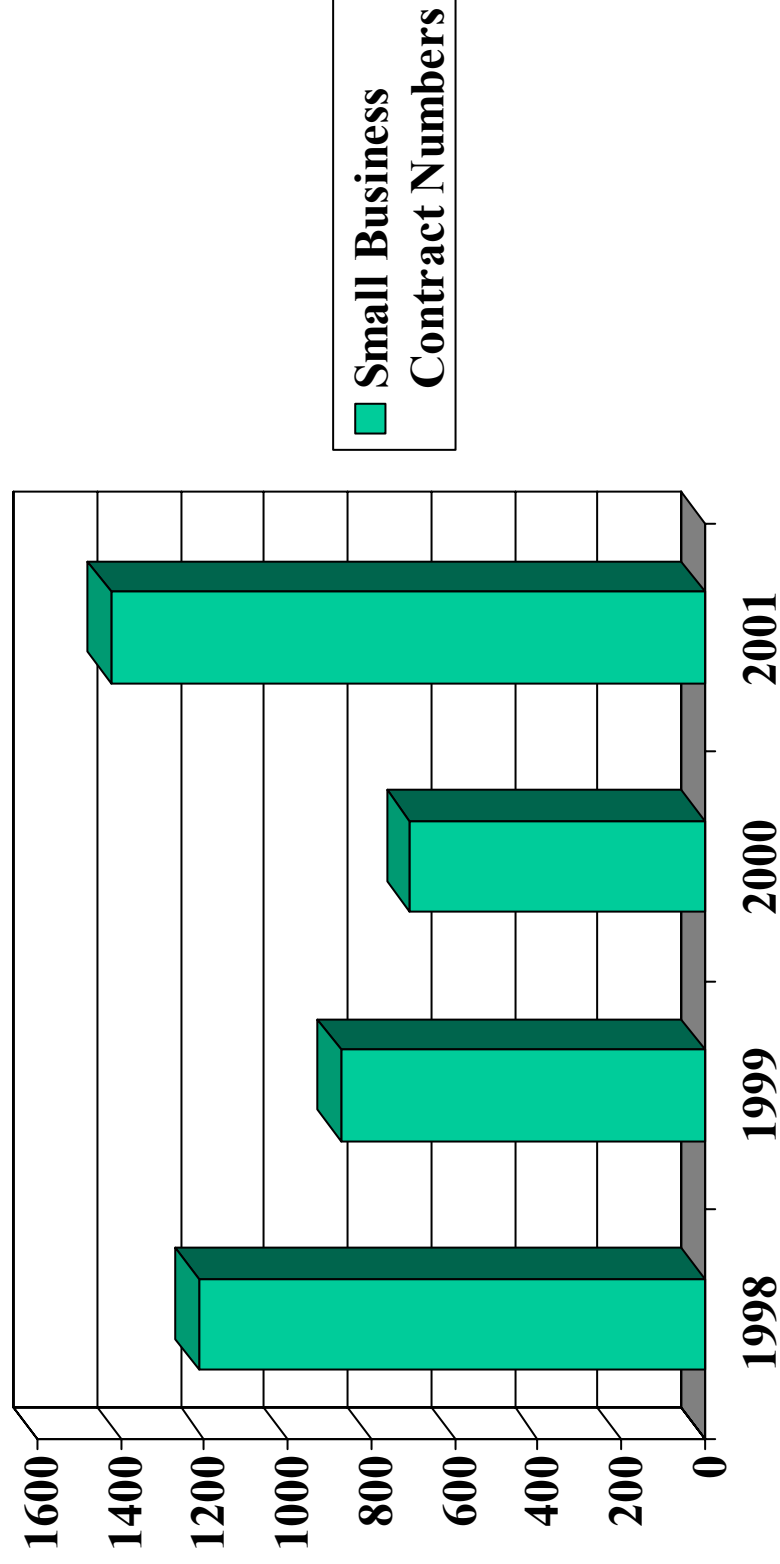


Dollars are expressed in millions.

U.S. Agency for International Development

Development

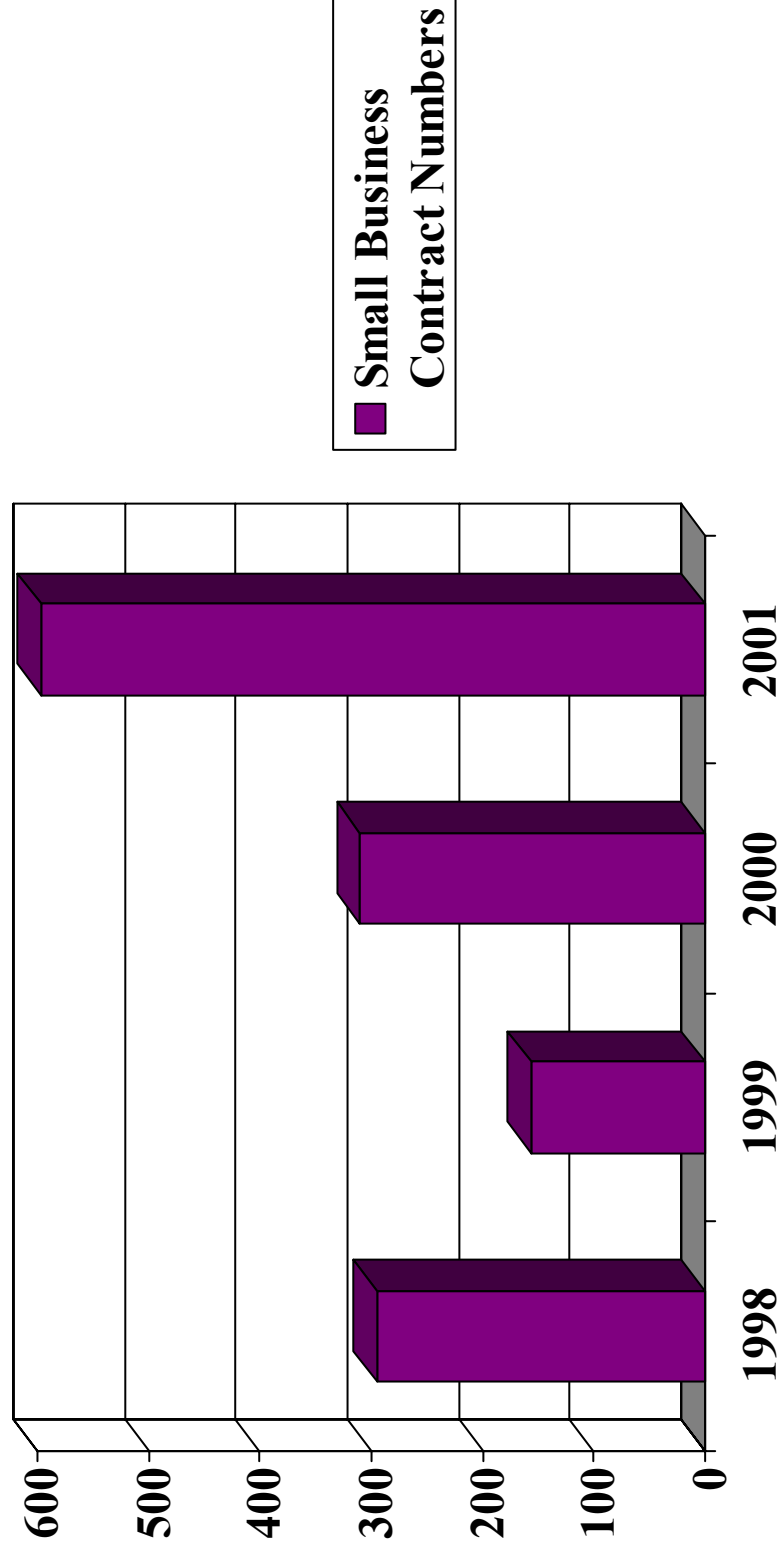
Number of Contracts to Small Businesses



U.S. Agency for International Development

Development

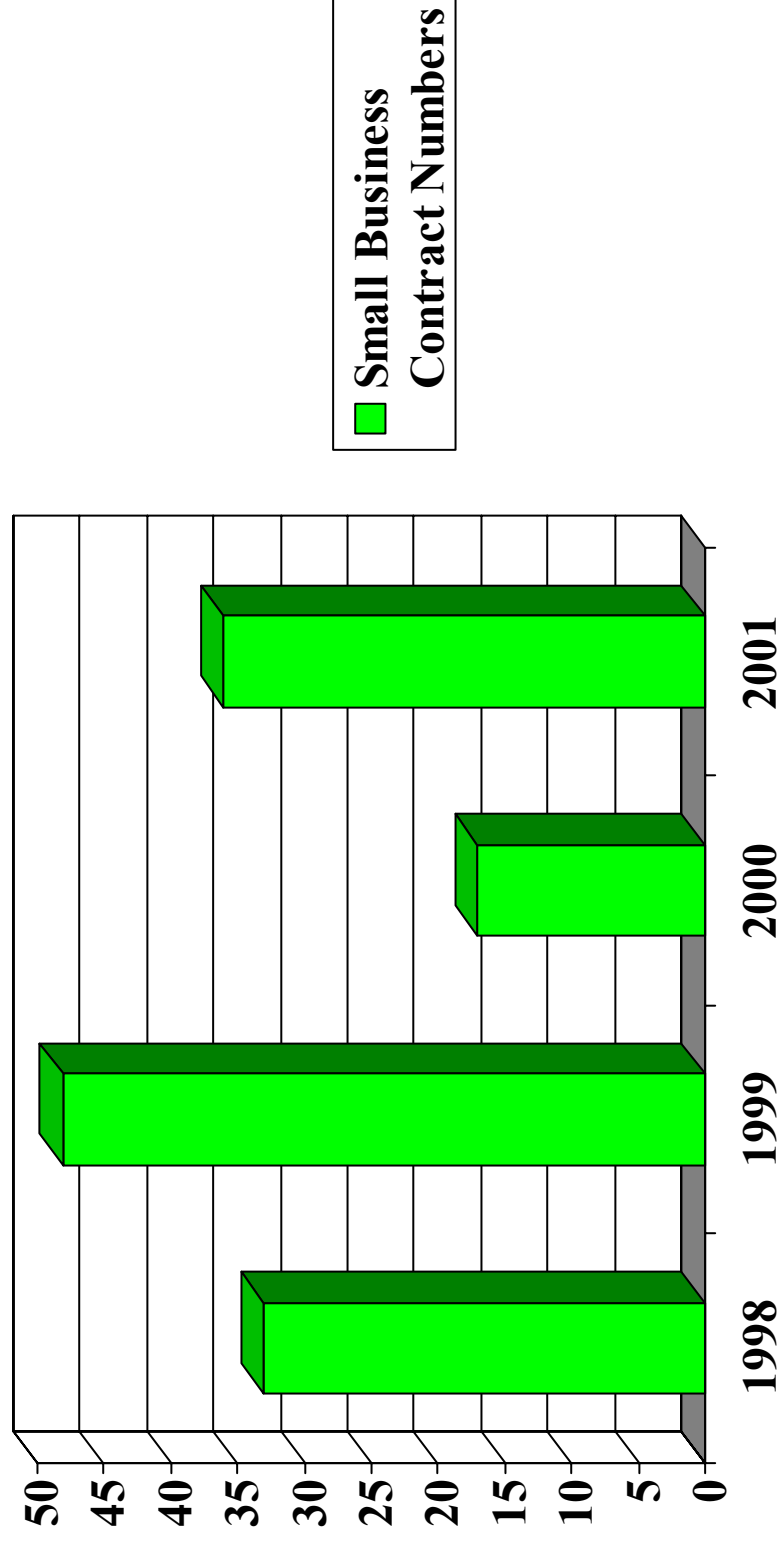
Number of Contracts to Small Disadvantaged Businesses



U.S. Agency for International Development

Development

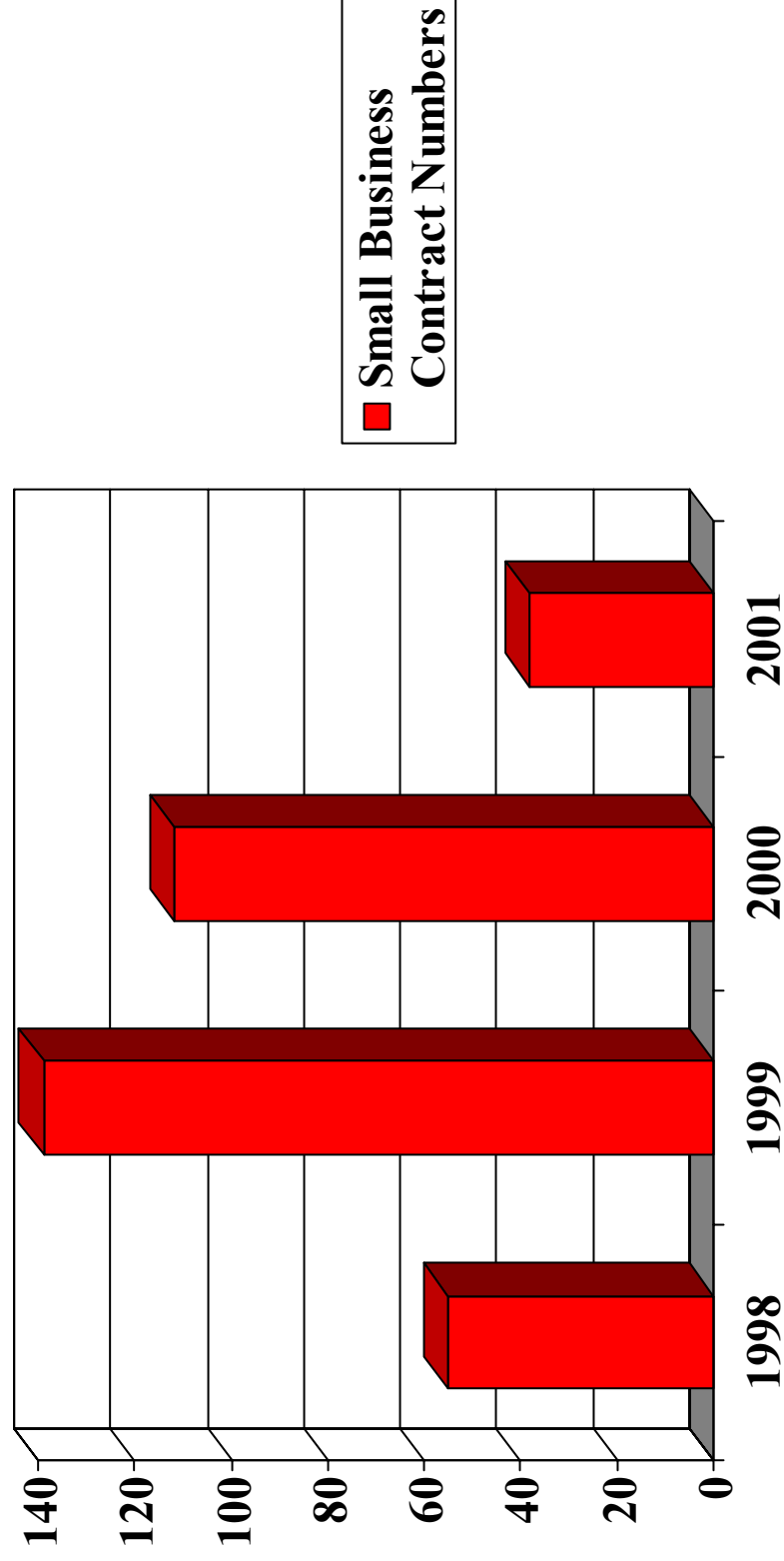
Number of Contracts to 8(a) Firms



U.S. Agency for International Development

Development

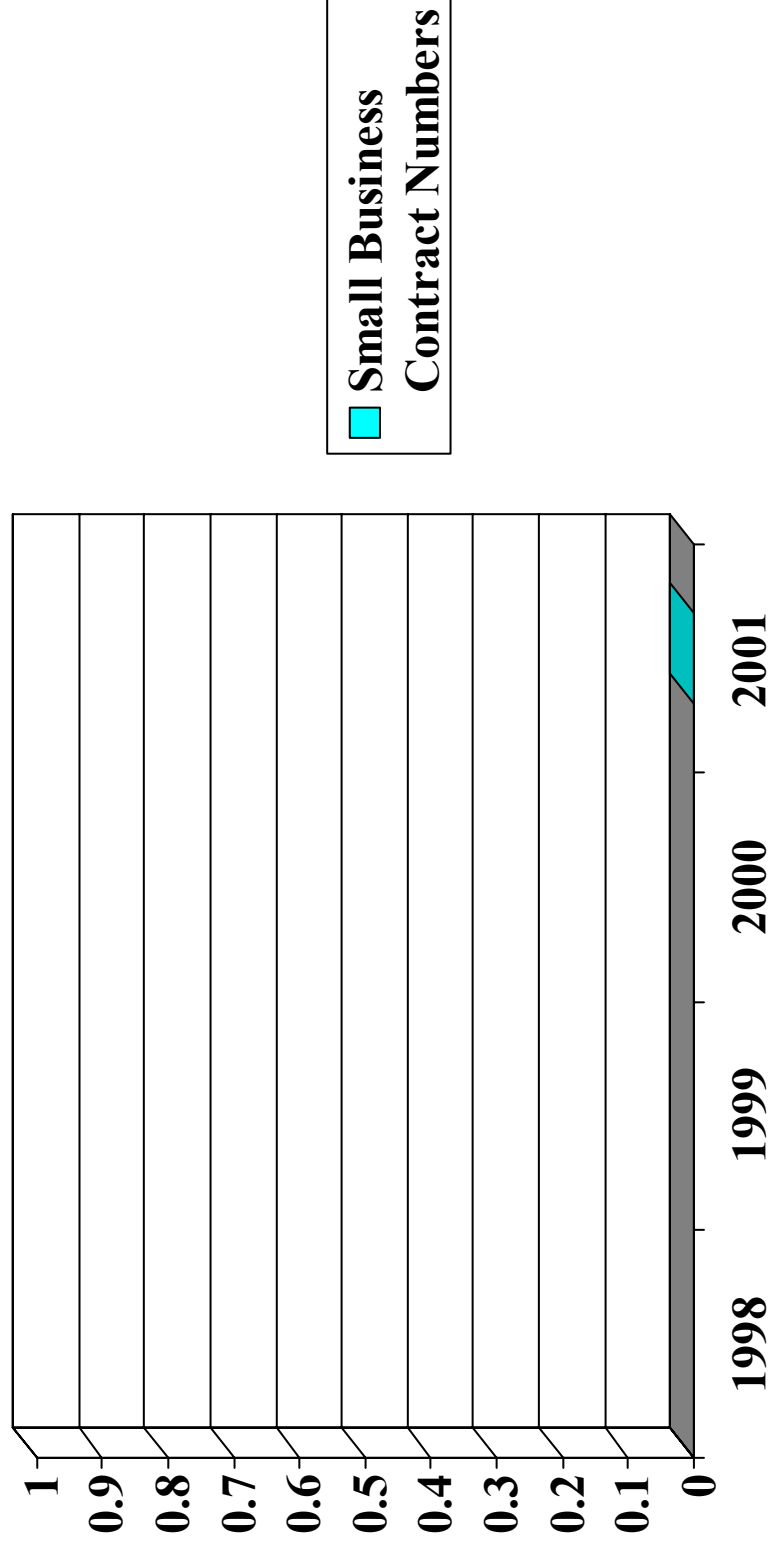
Number of Contracts to Women-Owned Businesses



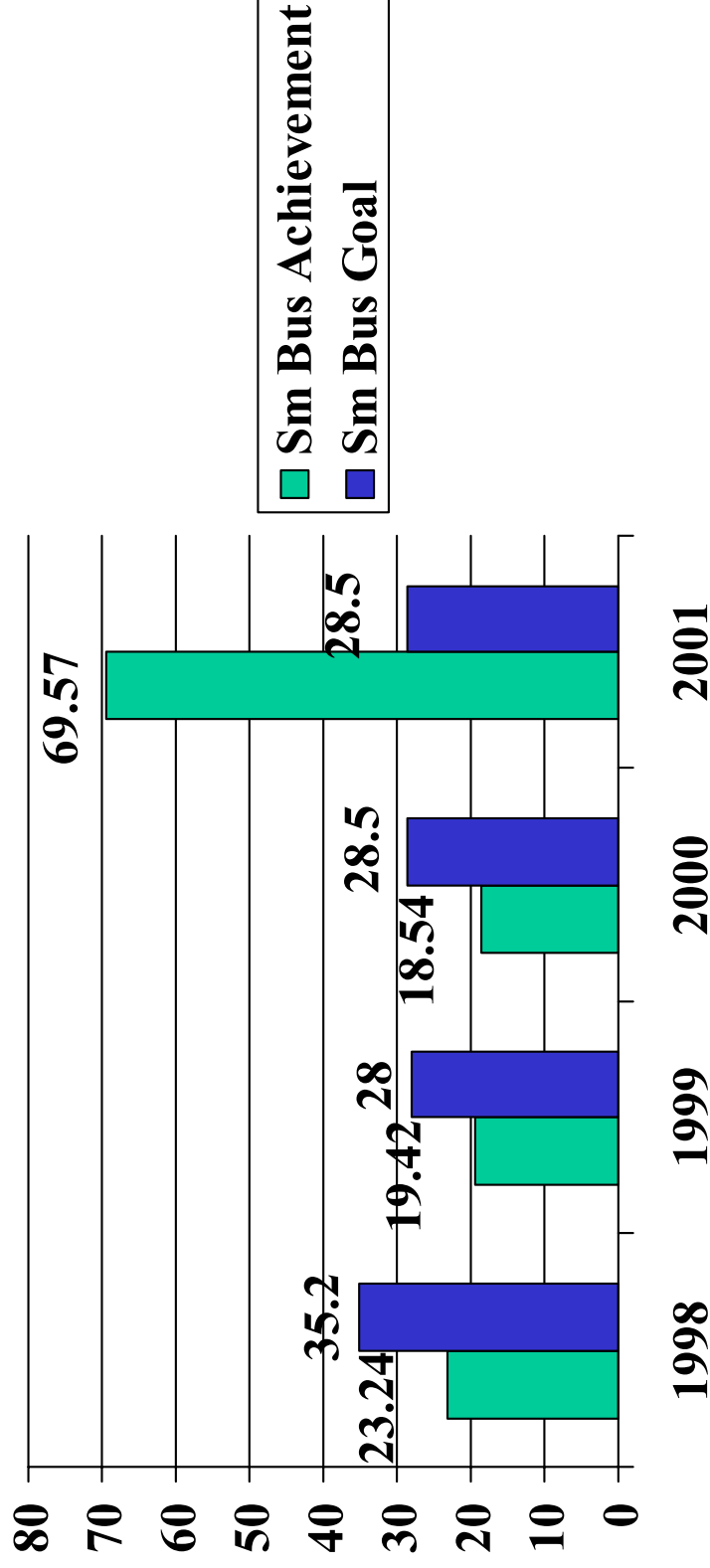
U.S. Agency for International Development

Development

Number of Contracts to HUBZone Businesses

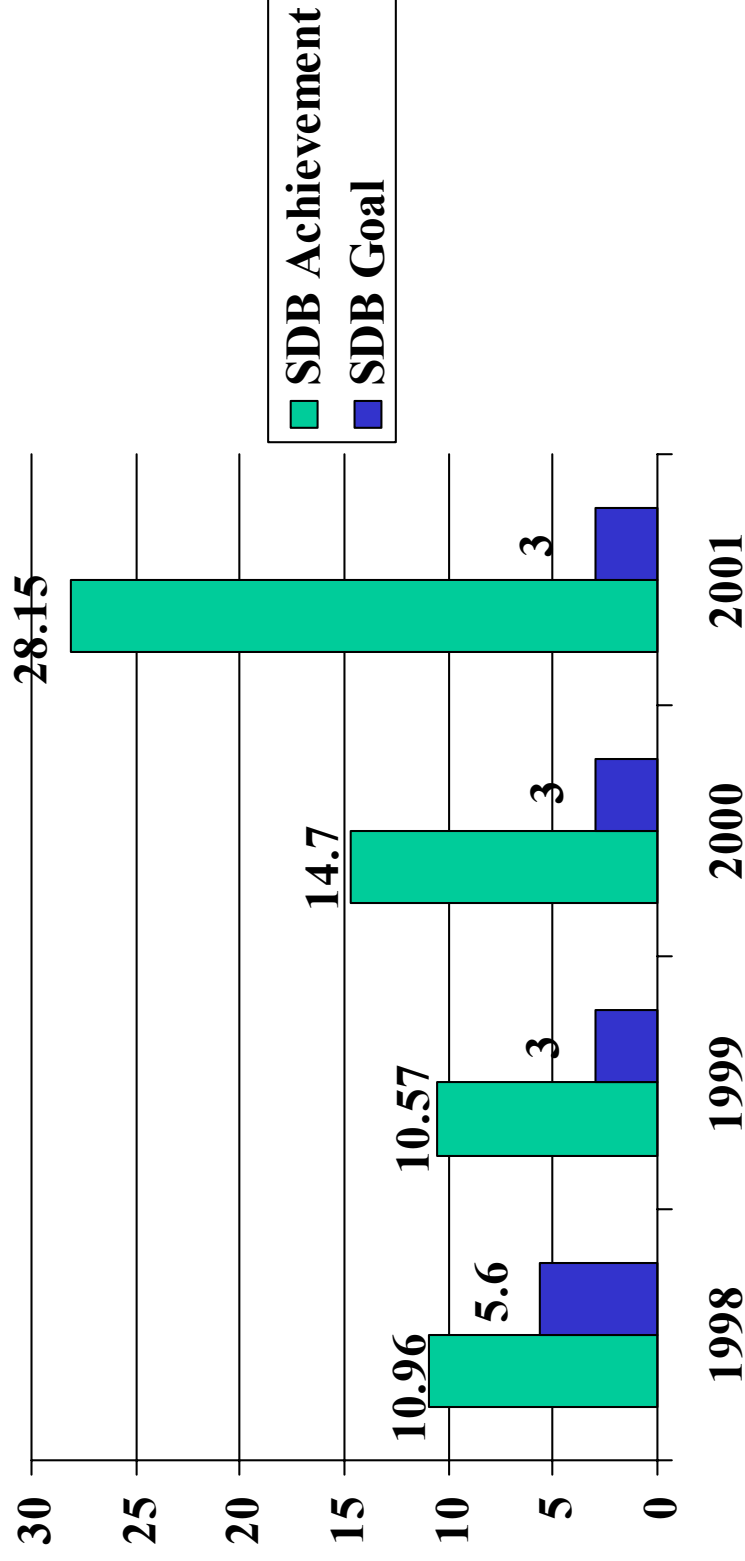


U.S. Agency for International Development Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

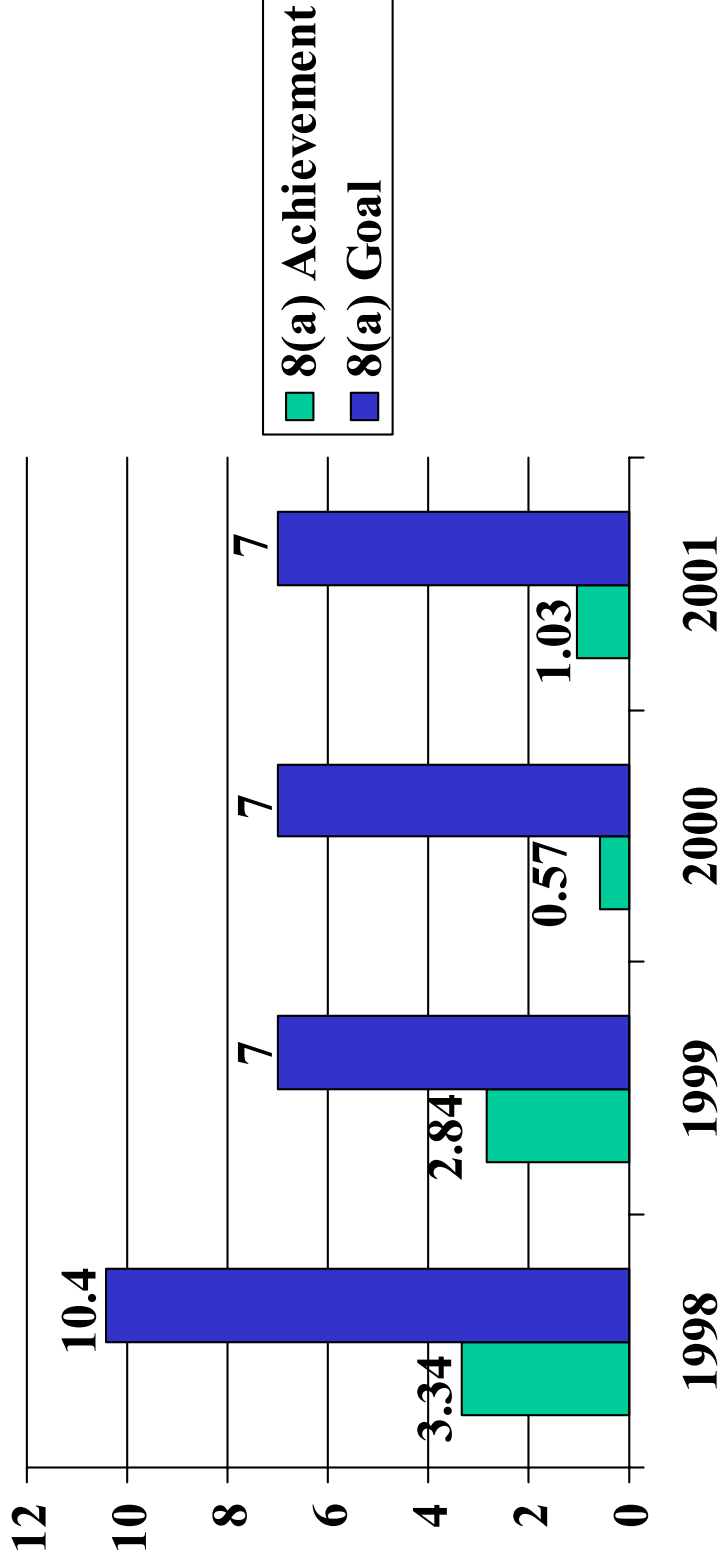
U.S. Agency for International Development SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

U.S. Agency for International Development

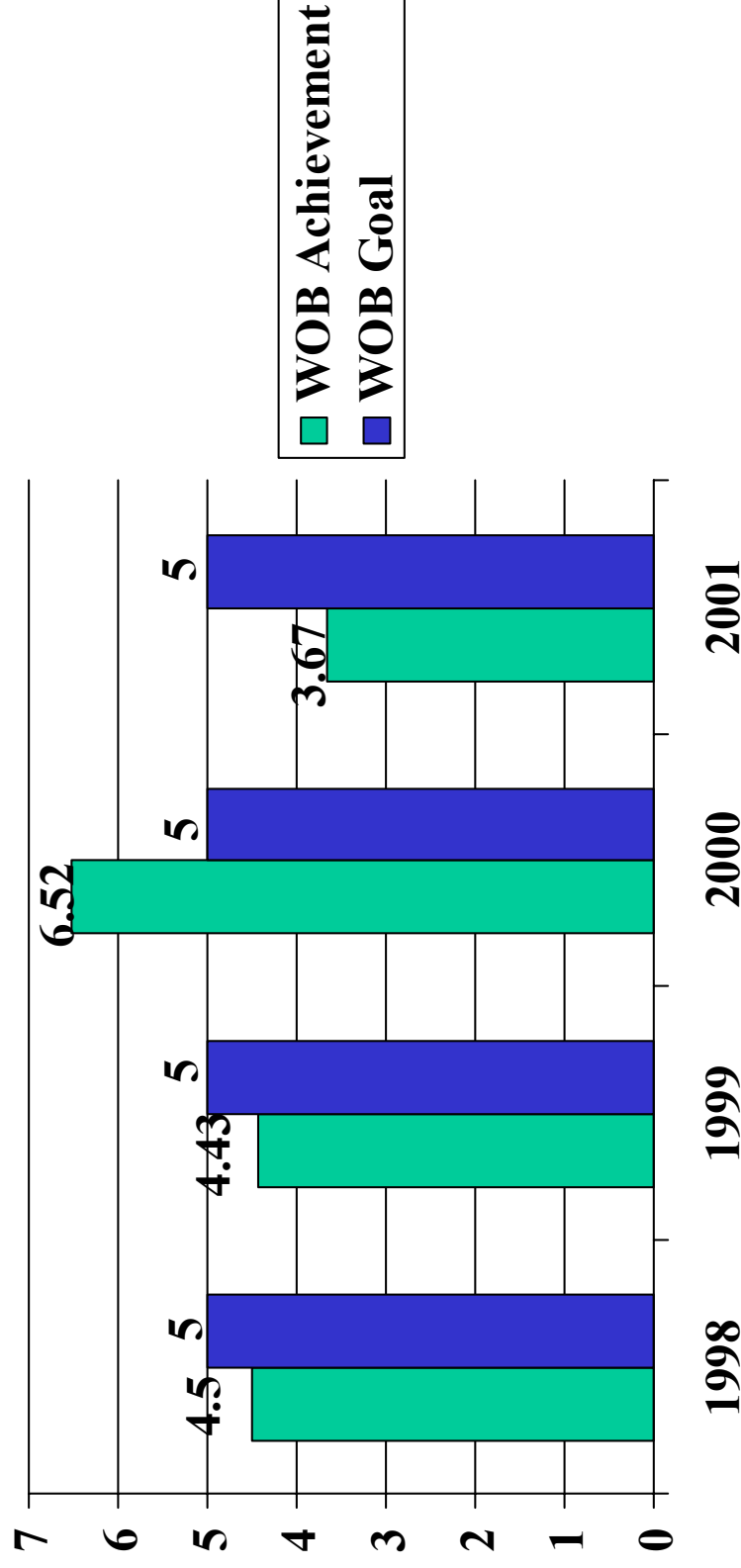
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

U.S. Agency for International Development

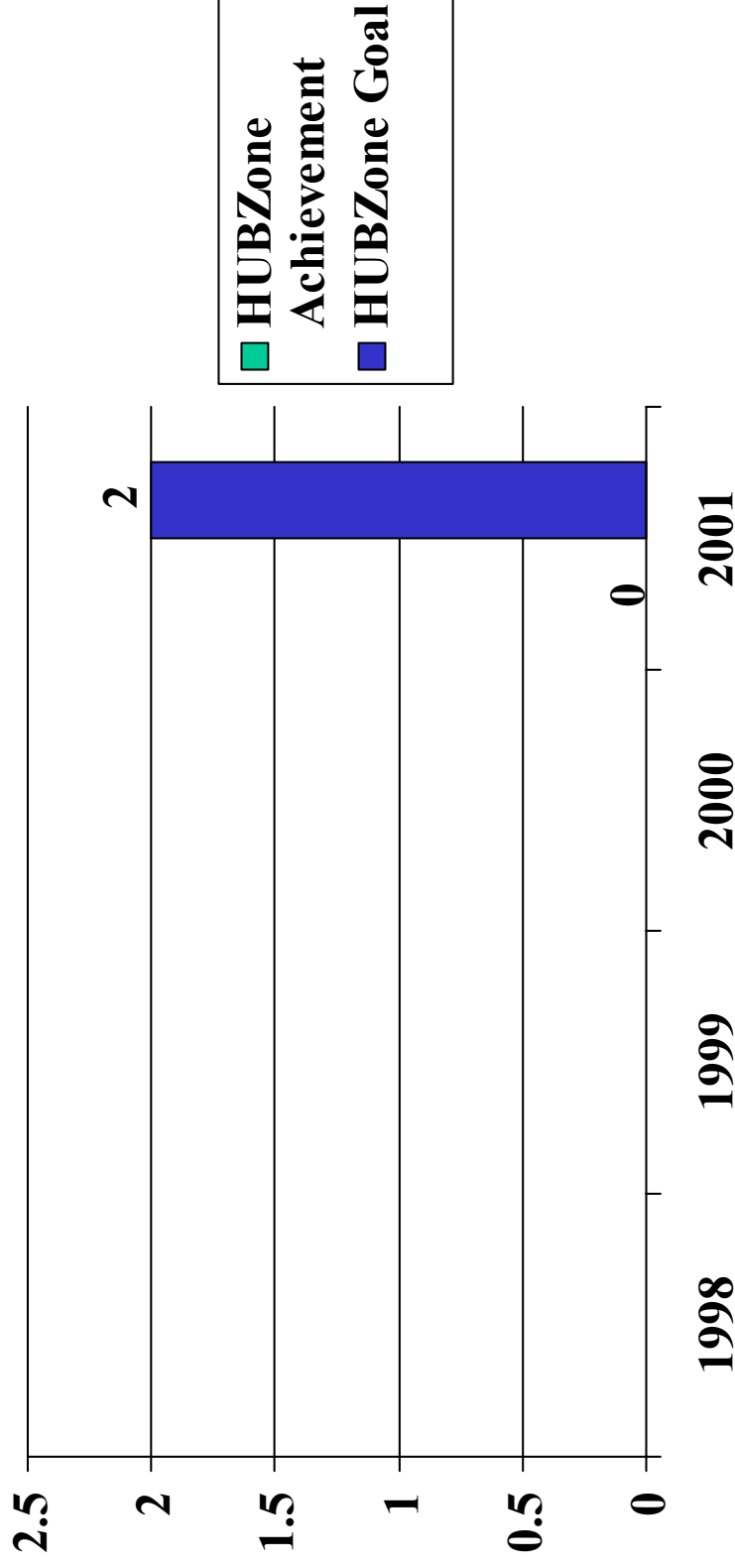
Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

U.S. Agency for International Development

HUBZone Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

Social Security Administration

Procurement Dollar Analysis

The Social Security Administration (SSA) is a small agency as far as procurement activity. In 1994, SSA had activity of only \$1.2 million. In 1995, procurements jumped to \$331.9 million. Another large increase took place in 1996 with procurements of \$522.5 million. A slight decrease occurred in 1997 with procurements of \$424.7 million. An increase occurred in 1998 to \$517.7 million. In 1999, SSA showed a decrease to \$493.5 million. Based on 2000 figures, SSA showed an increase in procurement activity to \$580.3 million. In 2001, SSA had a decrease in contracting volume to \$538.3 million.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by SSA decreased from 59,541 in 1998 to 51,695 in 1999. In 2000, SSA awarded 99,557 contracts to small businesses. In 2001, SSA awarded 85,784 contracts to small businesses – a decrease of nearly 14 percent in one year.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses by SSA decreased from 1,163 in 1998 to 985 in 1999. In 2000, SSA awarded 10,322 contracts to small disadvantaged businesses. In 2001, SSA awarded 2,980 contracts to small disadvantaged businesses – a decrease of more than 71 percent in one year.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms by SSA increased from 180 in 1998 to 181 in 1999. In 2000, SSA awarded 191 contracts to 8(a) firms. In 2001, SSA awarded 240 contracts to 8(a) companies.

Women-Owned Business

From 1998 to 1999, the number of contracts awarded to women-owned businesses by SSA decreased from 1,561 in 1998 to 1,345 in 1999. In 2000, SSA awarded 9,804 contracts to women-owned businesses. In 2001, SSA awarded 7,828 contracts to women-owned businesses – a decrease of more than 20 percent in one year.

HUBZone Small Business Concerns

In 2001, SSA awarded 57 contracts to HUBZone companies.

Goal Achievement

Small Business Goal

SSA exceeded its small business goal from 1998 through 2000. Based on figures for 2001, SSA again exceeded its small business goal. SSA achieved 37.81 percent. SSA=s goal was 35.5 percent. In this case, SSA=s grade would normally be an “A.”

	1998	1999	2000	2001
SB Goal	35	35	35.5	35.5
SB Achievement	38.88	35.58	38.66	37.81

Based on the first three years of this study, the average achievement was 37.7 percent. The average goal for the same period was 35.2 percent. As the goal was below the average achievement, the letter grade would normally be dropped to a “B.” However, as SSA has set an unreasonably low goal for the past two years, SSA will be further downgraded to a “C.” SSA=s small business goal for fiscal year 2002 is 32 percent.

Small Disadvantaged Business Goal

SSA did not achieve its small disadvantaged business goal in 1998 and 1999. In 2000, SSA exceeded its goal. Based on figures for 2001, SSA exceeded its goal. SSA achieved 5.83 percent. SSA’s goal was 5.4 percent. As SSA exceeded its goal, the grade will be an “A.” SSA has a small disadvantaged business goal of 13.6 percent for fiscal year 2002.

8(a) Program Goal

SSA did not achieve its 8(a) Program goal from 1998 through 2000. Based on figures for 2001, SSA did not meet its 8(a) Program goal. SSA achieved 10 percent. SSA=s goal was 13 percent. As SSA achieved 76.9 percent of its goal, the grade will be a “C.” For fiscal year 2002, SSA has an 8(a) Program goal of 6.8 percent.

Women-Owned Business Goal

SSA has not met its women-owned business goal from 1998 through 2000. Based on figures for 2001, SSA did not meet its goal. SSA achieved 3.44 percent. SSA=s goal was 5 percent. As SSA achieved 68.8 percent of its goal, the grade will be a “D.” SSA has a women-owned business goal of 5 percent for fiscal year 2002.

HUBZone Small Business Concern Goal

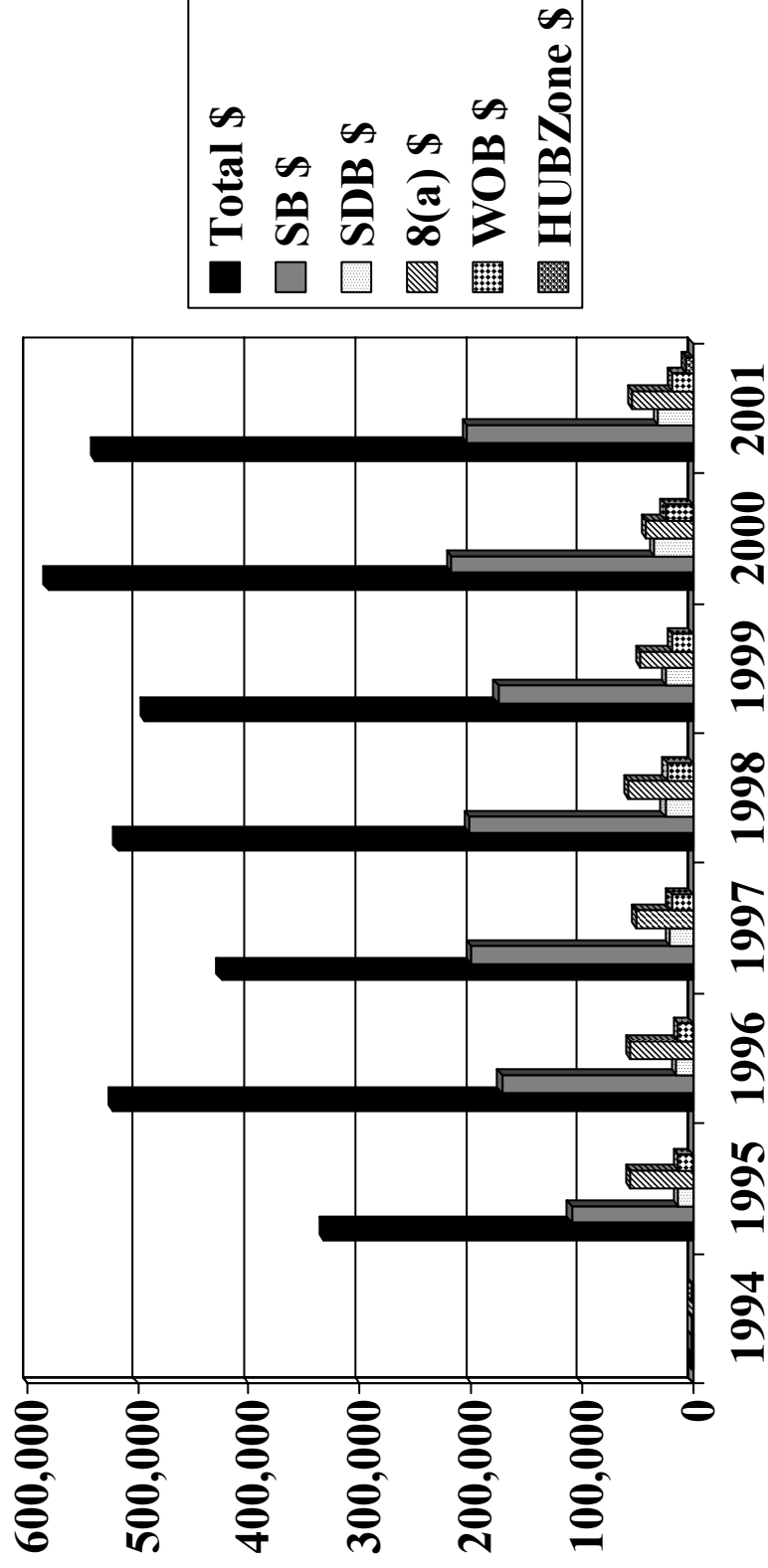
SSA did not achieve its HUBZone goal in 2001. SSA achieved 1.12 percent. SSA's goal was 2 percent. As SSA achieved 56 percent of its goal, the grade will be an "F." SSA has a HUBZone business goal of 2.5 percent for fiscal year 2002.

Overall Grade

Small Business Goal	C 2 points
Small Disadvantaged Business Goal	A 4 points
8(a) Program Goal	C 2 points
Women-Owned Business Goal	D 1 point
HUBZone Goal	F 0 points
Average Grade	D 1.8 points

With a "C" in the Small Business Goal, an "A" in the Small Disadvantaged Business Goal, a "C" in the 8(a) Program goal, a "D" in the Women-Owned Business Goal, and an "F" in the HUBZone Goal, with all categories weighed equally, the Social Security Administration has an overall point total of 1.8 points, for a grade of "D."

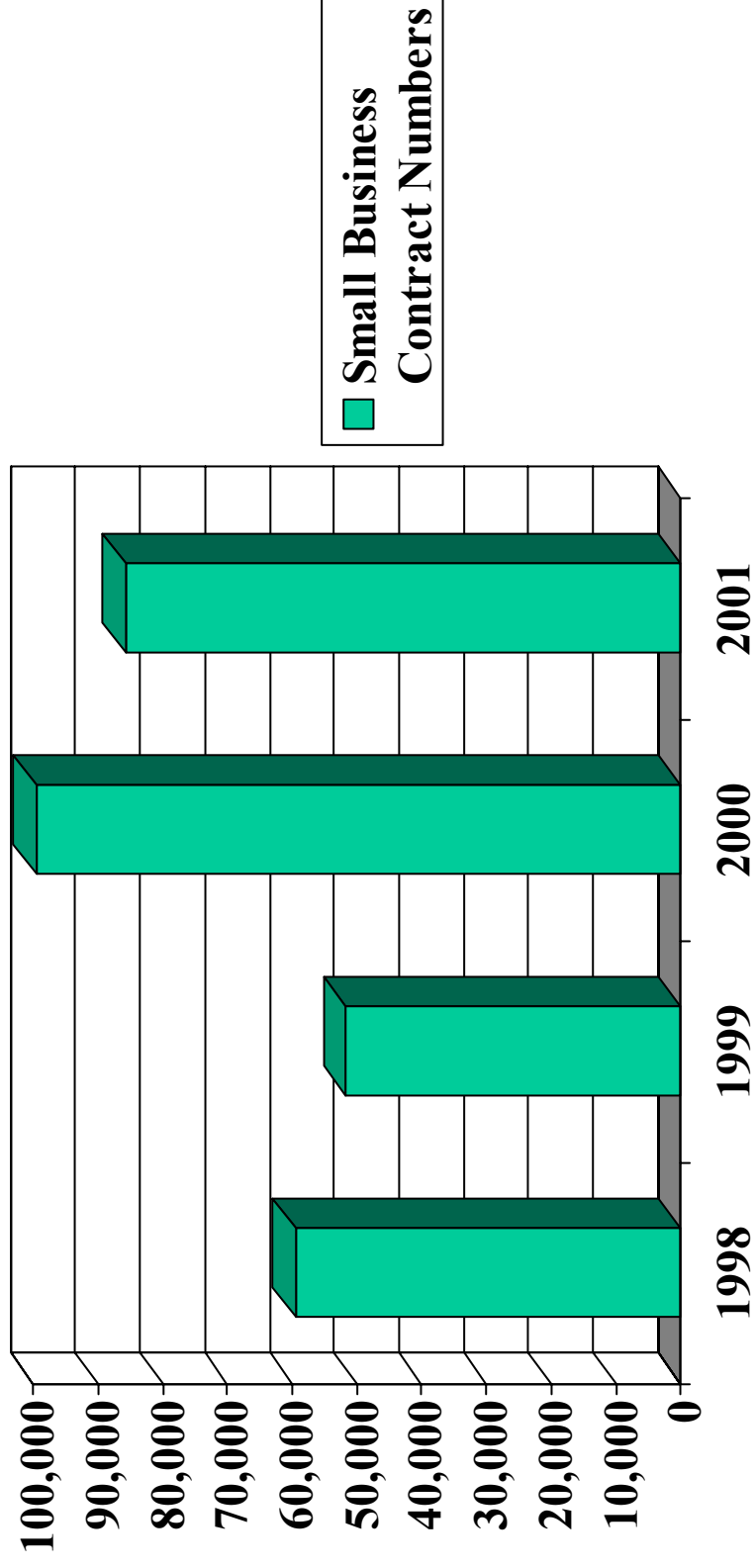
Social Security Administration Procurement Dollars



Dollars are expressed in millions.

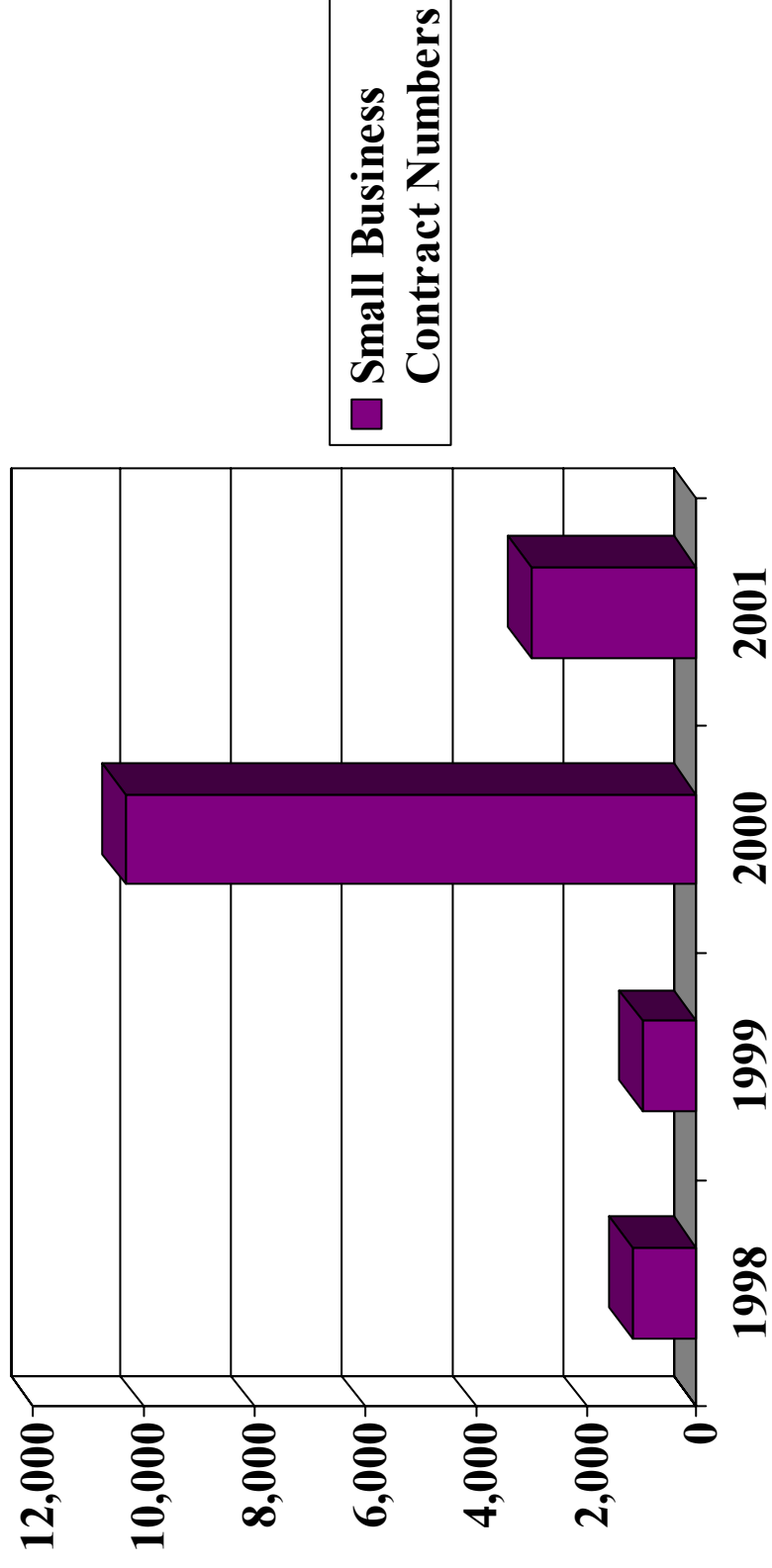
Social Security Administration

Number of Contracts to Small Businesses



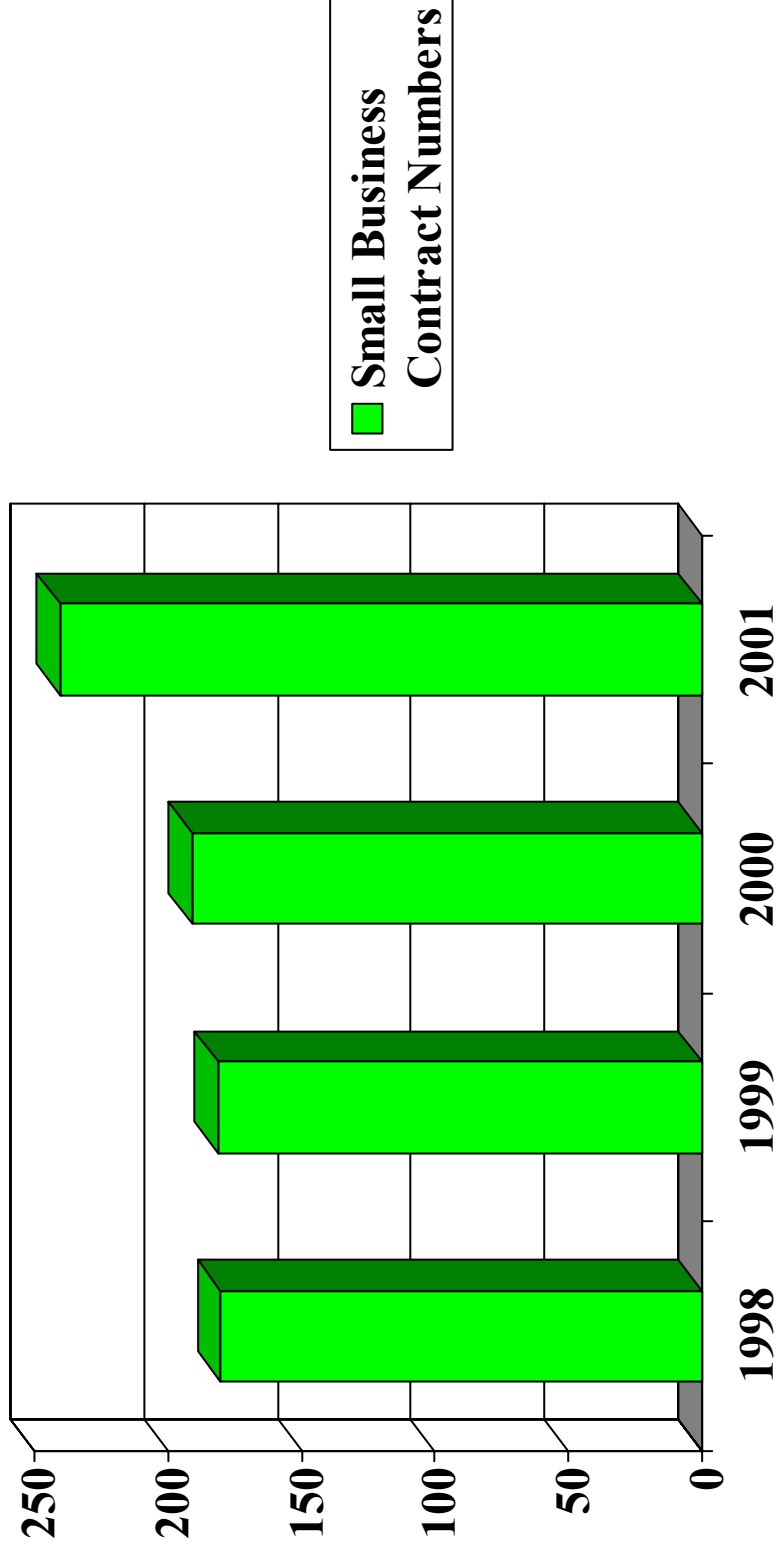
Social Security Administration

Number of Contracts to Small Disadvantaged Businesses



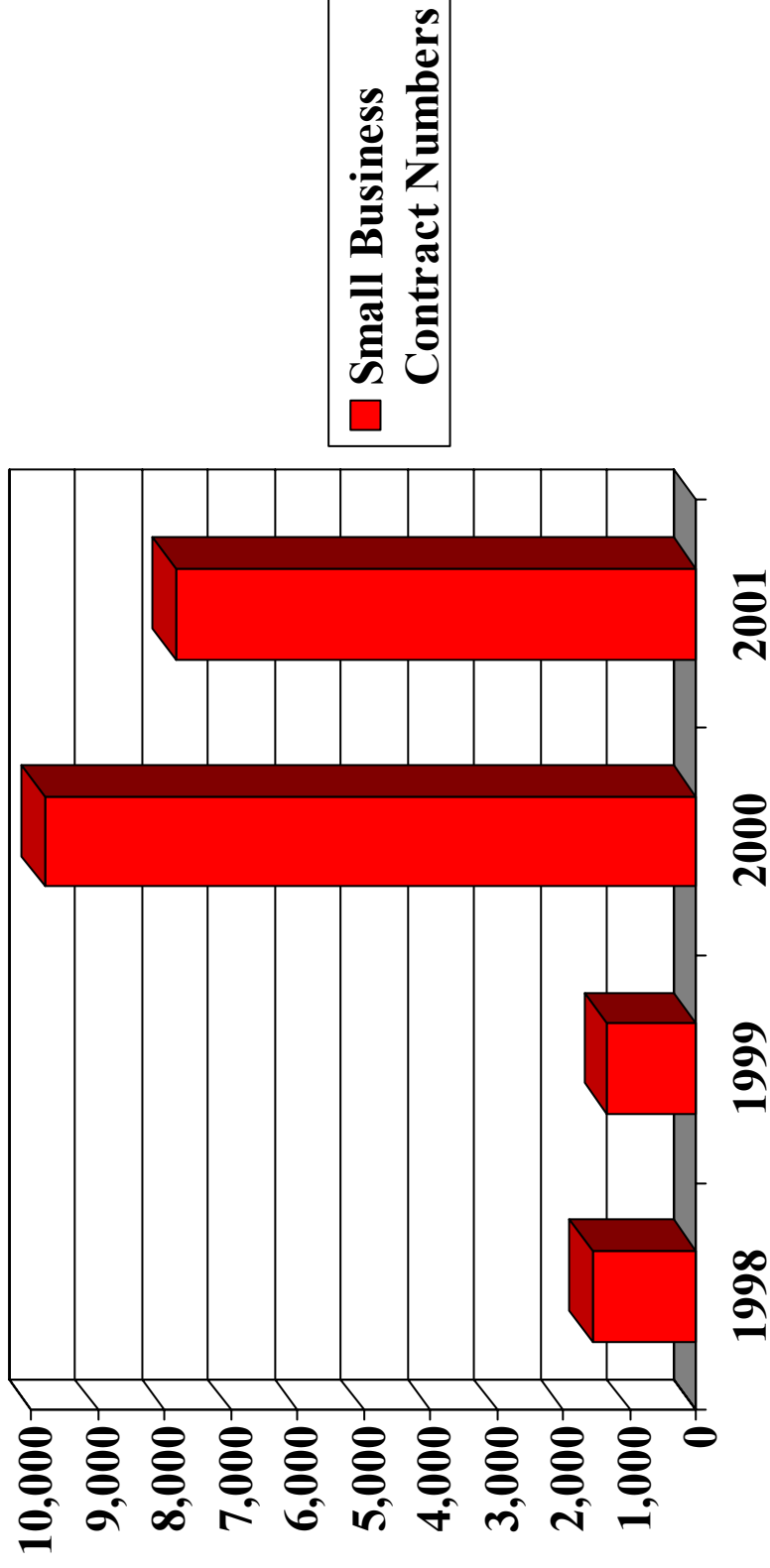
Social Security Administration

Number of Contracts to 8(a) Firms



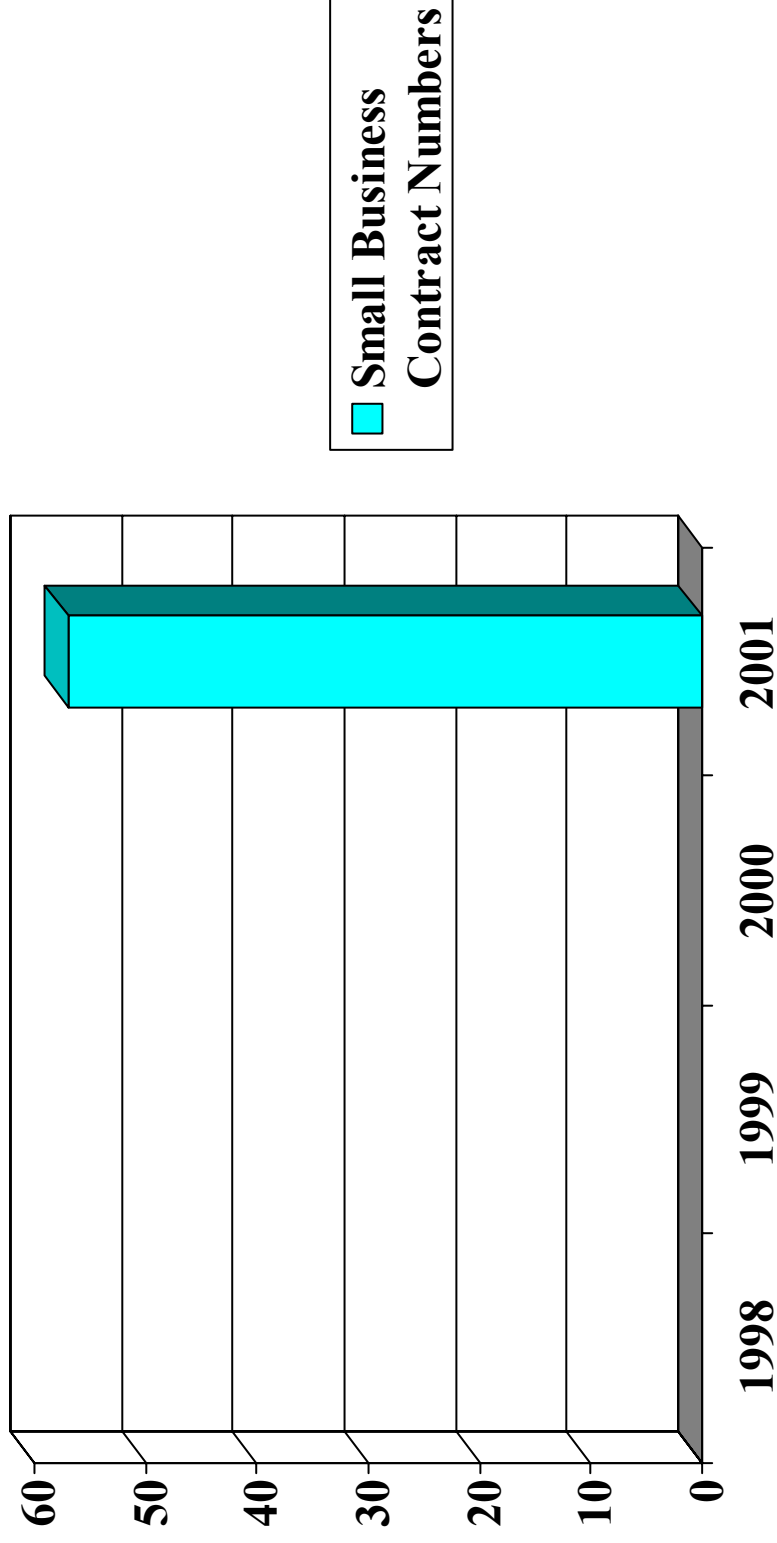
Social Security Administration

Number of Contracts to Women-Owned Businesses



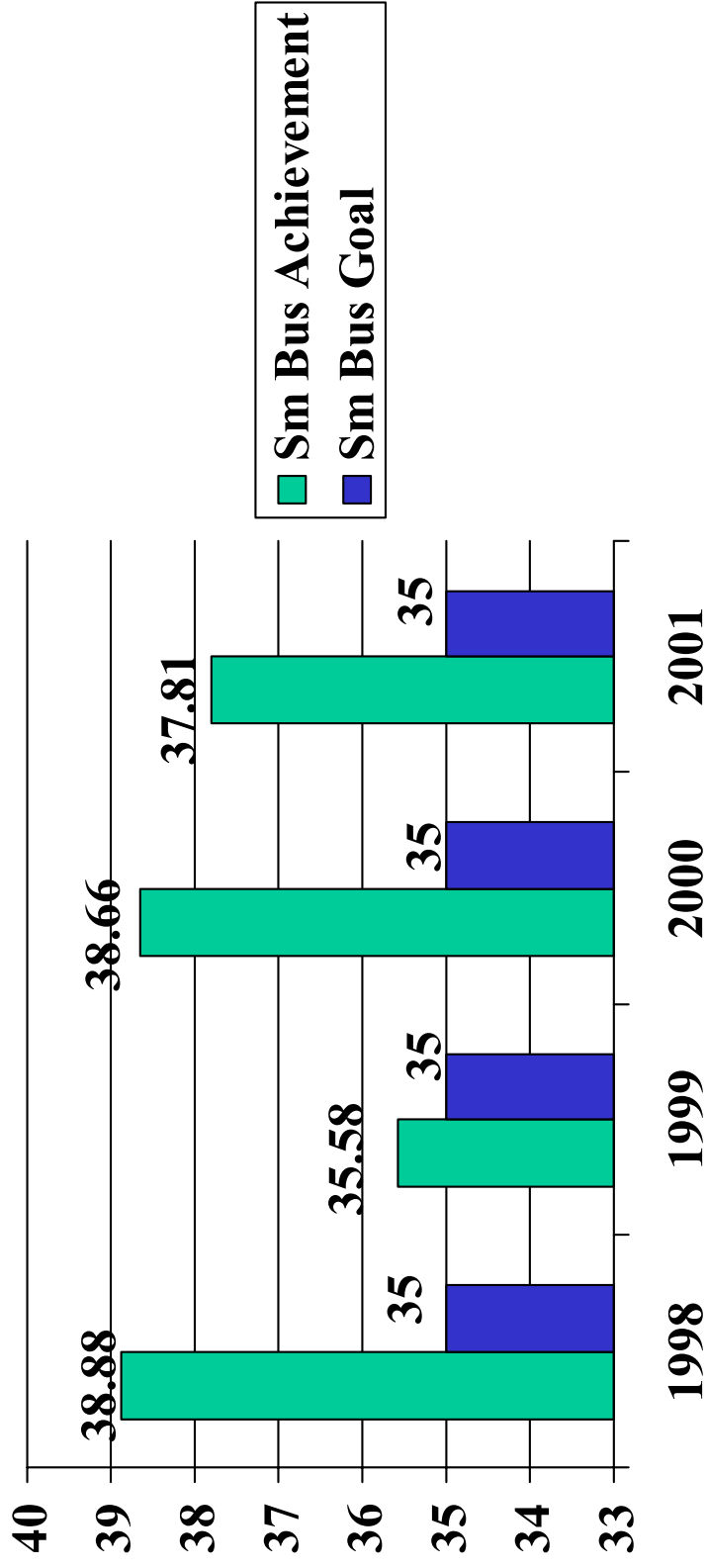
Social Security Administration

Number of Contracts to HUBZone Businesses



Social Security Administration

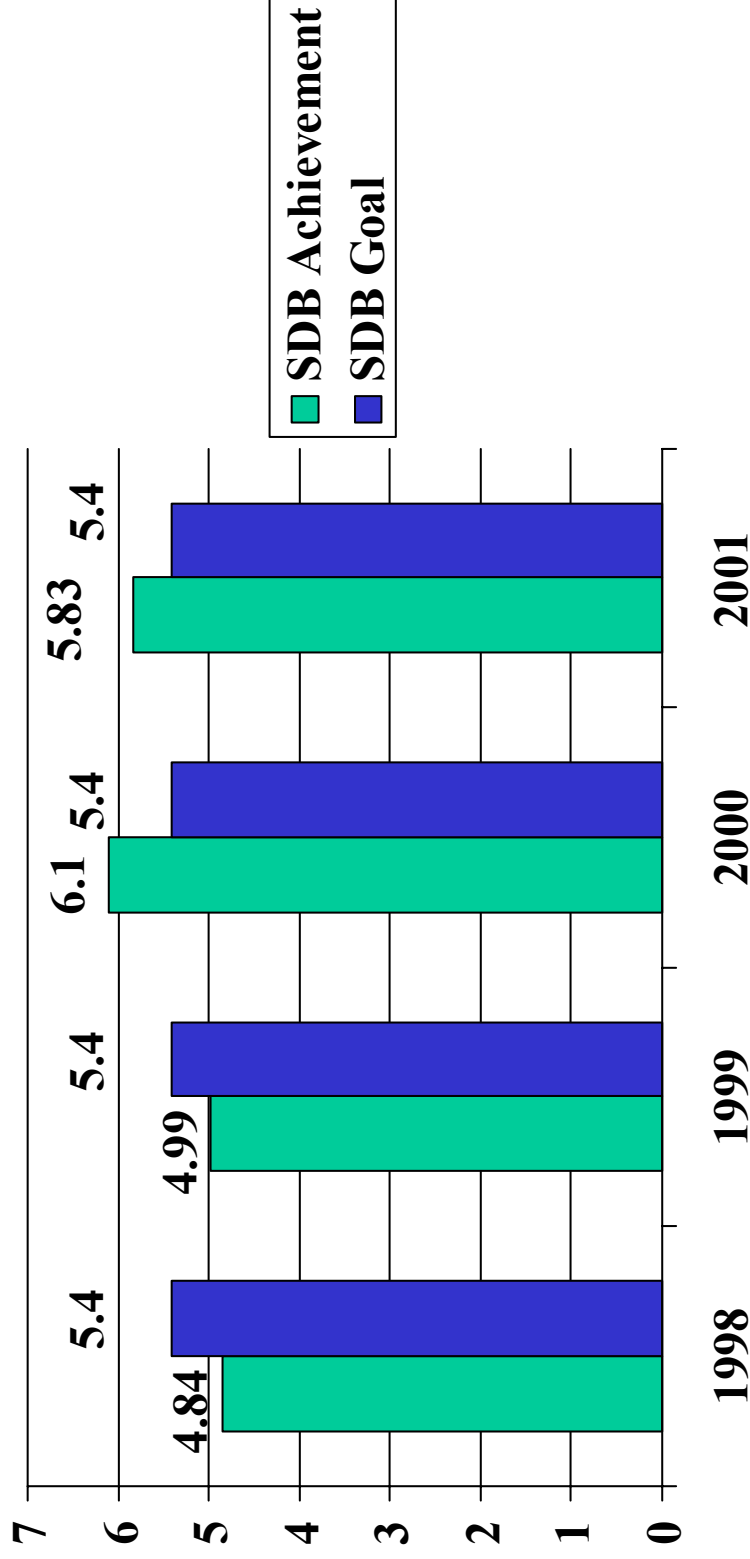
Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

Social Security Administration

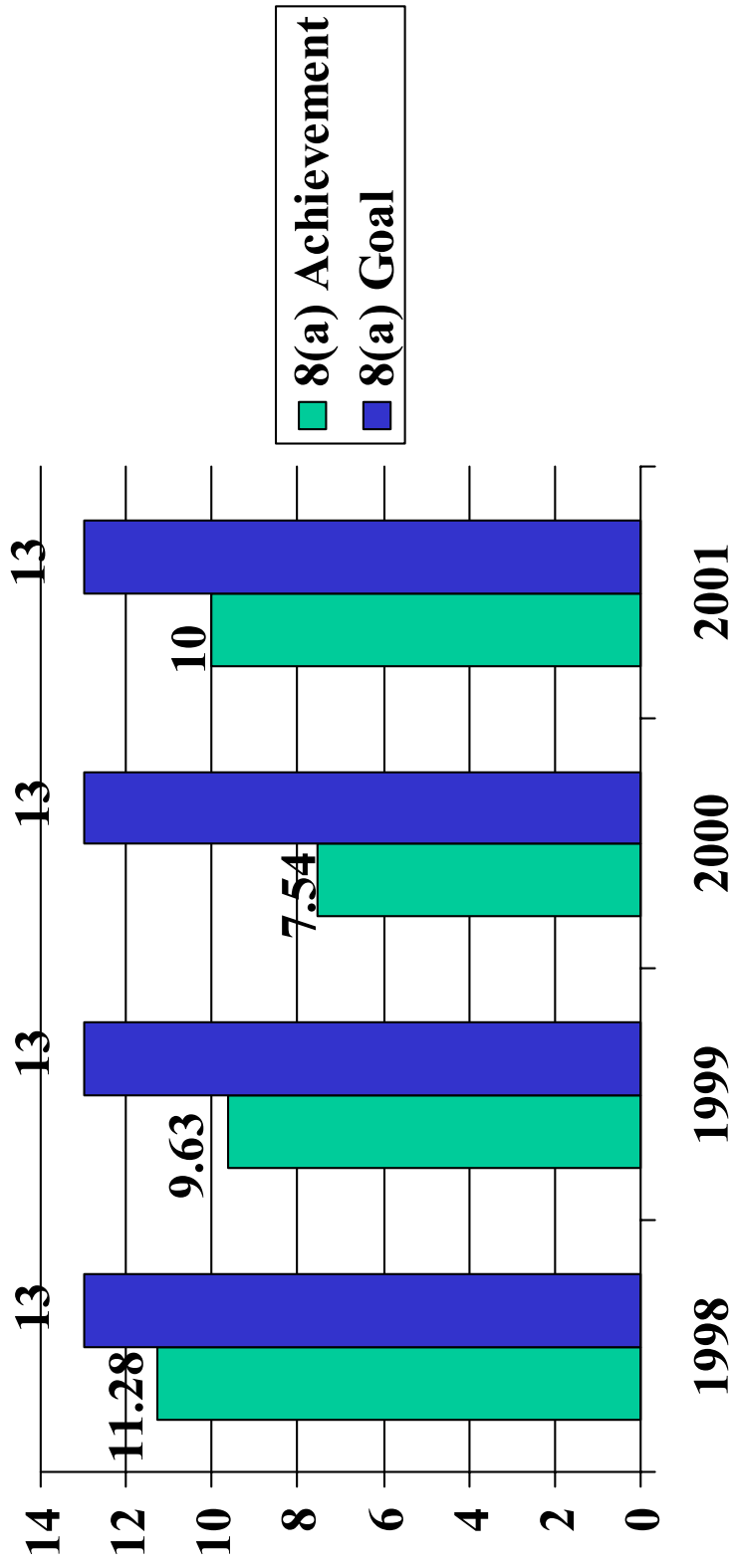
SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Social Security Administration

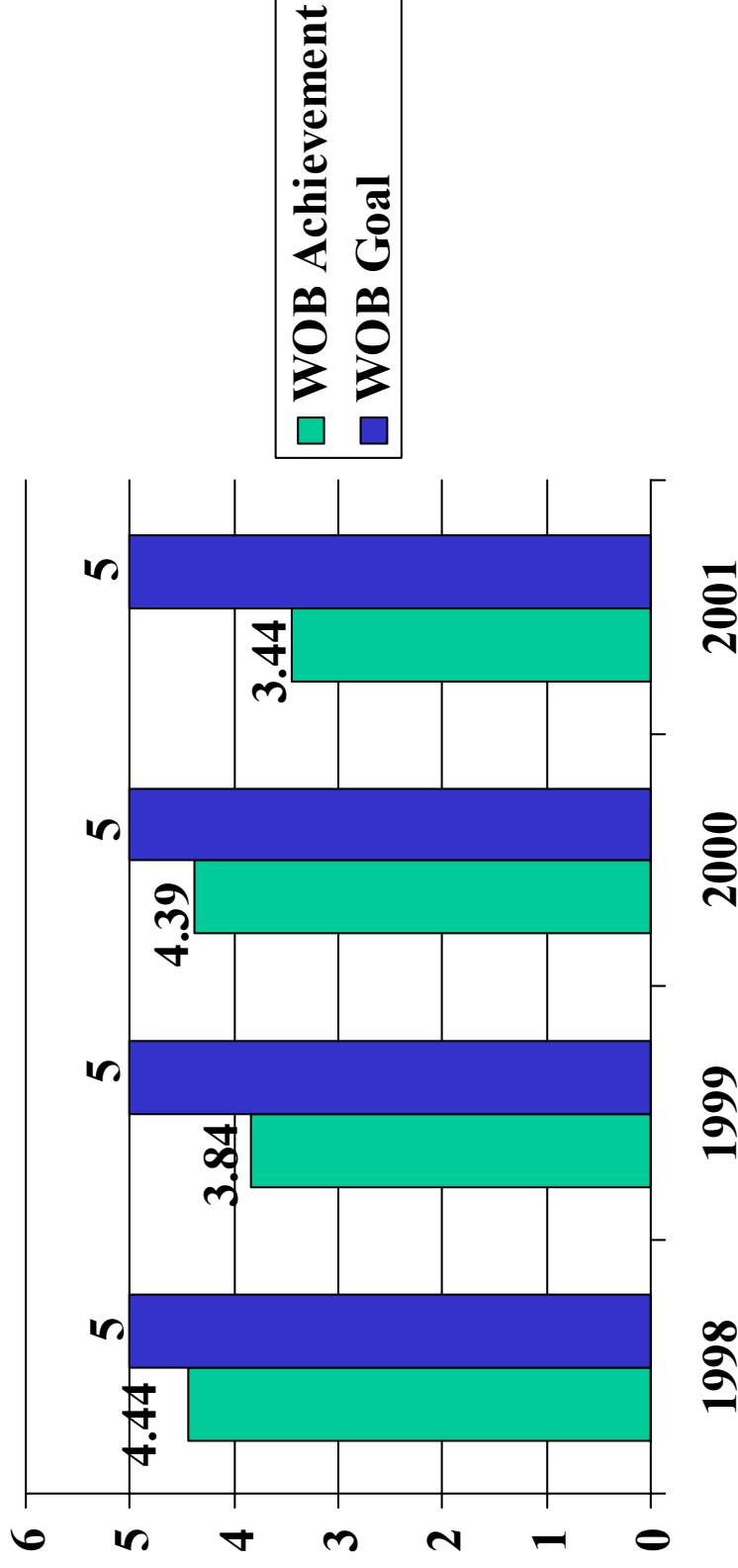
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Social Security Administration

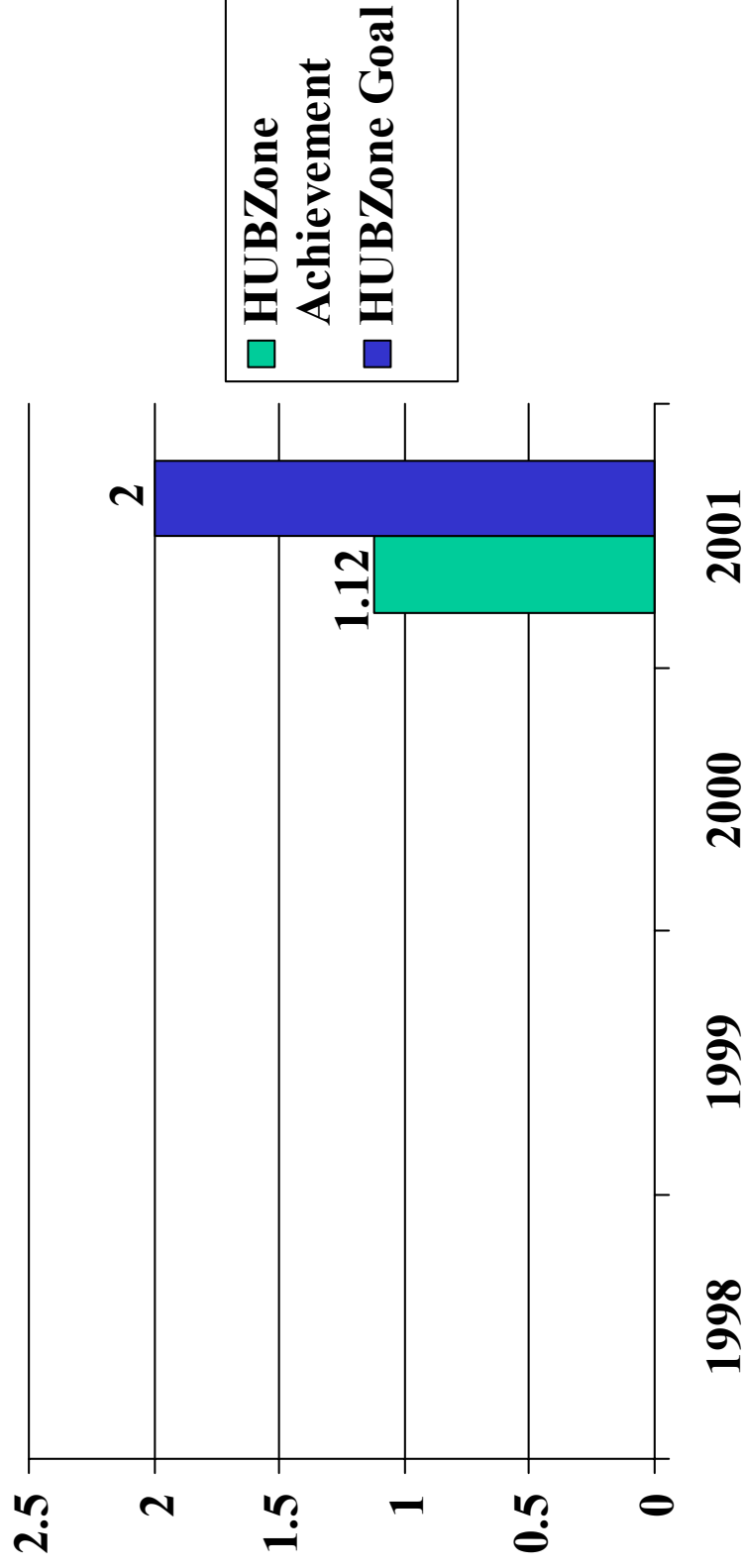
Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Social Security Administration

HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

Office of Personnel Management

Procurement Dollar Analysis

The Office of Personnel Management (OPM) had procurement activity of \$90.9 million in 1994. Slight decreases occurred in 1995 and 1996 as follows: 1995 - \$82.8 million and 1996 - \$78.4 million. Increases occurred in 1997 and 1998 as follows: 1997 - \$97.4 million and 1998 - \$165.5 million. In 1999, OPM showed another increase in procurement activity to \$171.3 million. Figures for 2000 showed an increase in procurement activity for OPM to \$205.1 million. In 2001, OPM showed a increase in procurement volume to \$284.66 million.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by OPM decreased from 5,094 in 1998 to 4,556 in 1999. In 2000, OPM awarded 3,691 contracts to small businesses. In 2001, OPM awarded 3,551 contracts to small businesses. The total percentage decrease from 1998 to 2001 was more than 30 percent.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses by OPM decreased from 100 in 1998, to 86 in 1999. In 2000, OPM awarded 188 contracts to small disadvantaged businesses. In 2001, OPM awarded 197 contracts to small disadvantaged businesses.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms by OPM decreased from 204 in 1998 to 200 in 1999. In 2000, OPM awarded 218 contracts to 8(a) firms. In 2001, OPM awarded 230 contracts to 8(a) companies.

Women-Owned Business

From 1998 to 1999, the number of contracts awarded to women-owned businesses by OPM increased from 631 in 1998 to 740 in 1999. In 2000, OPM awarded 731 contracts to women-owned businesses. In 2001, OPM awarded 777 contracts to women-owned businesses.

HUBZone Small Business Concerns

In 2001, OPM awarded no contracts to HUBZone companies.

Goal Achievement

Small Business Goal

OPM did not achieve its small business goal in 1998 and 1999. In 2000, OPM exceeded its goal. Based on figures for 2001, OPM did not achieve its small business goal. OPM achieved 64.26 percent. OPM's goal was 66.6 percent. As OPM achieved 96.5 percent of its goal, the grade will be an "A." In 2002, OPM has a small business goal of 23 percent.

Small Disadvantaged Business Goal

OPM did not achieve its small disadvantaged business goal in 1998 and 1999. In 2000, OPM exceeded its goal. Based on figures for 2001, OPM exceeded its goal. OPM achieved 0.91 percent. OPM's goal was 0.3 percent. As OPM exceeded its goal, the grade would normally be an "A." However, as OPM's goal is less than the 5 percent mandated goal, OPM would normally be downgraded to a "B." As OPM has set a goal below the statutory goal for the past two years, OPM will be further downgraded to a "C." For fiscal year 2002, OPM has a small disadvantaged business goal of 5 percent.

8(a) Program Goal

OPM did not achieve its 8(a) Program goal in 1998 and 1999. In 2000, OPM exceeded its goal. Based on figures for 2001, OPM exceeded its 8(a) Program goal. OPM achieved 2.07 percent. OPM's goal was 2 percent. As OPM exceeded its goal, the grade will be an "A." OPM has an 8(a) Program goal for fiscal year 2002 of 2.5 percent.

Women-Owned Business Goal

OPM did not achieve its women-owned business goal in 1998. OPM exceeded its goal in 1999 and 2000. Based on figures for 2001, OPM exceeded its goal. OPM achieved 4.34 percent. OPM's goal was 2.4 percent. As OPM exceeded this goal, the grade would normally be an "A." However, as OPM had a goal less than the mandated goal of 5 percent, OMB would normally be downgraded to a "B." As OPM has set a goal below the statutory goal for the past two years, OPM will be further downgraded to a "C." For fiscal year 2002, OPM has a women-owned business goal of 5.03 percent.

HUBZone Small Business Concern Goal

OPM did not achieve its HUBZone goal in 2001. OPM achieved 0 percent. OPM's goal was 2 percent. As OPM failed to achieve its goal, the grade will be an "F." OPM has a HUBZone business goal of 2.5 percent for fiscal year 2002.

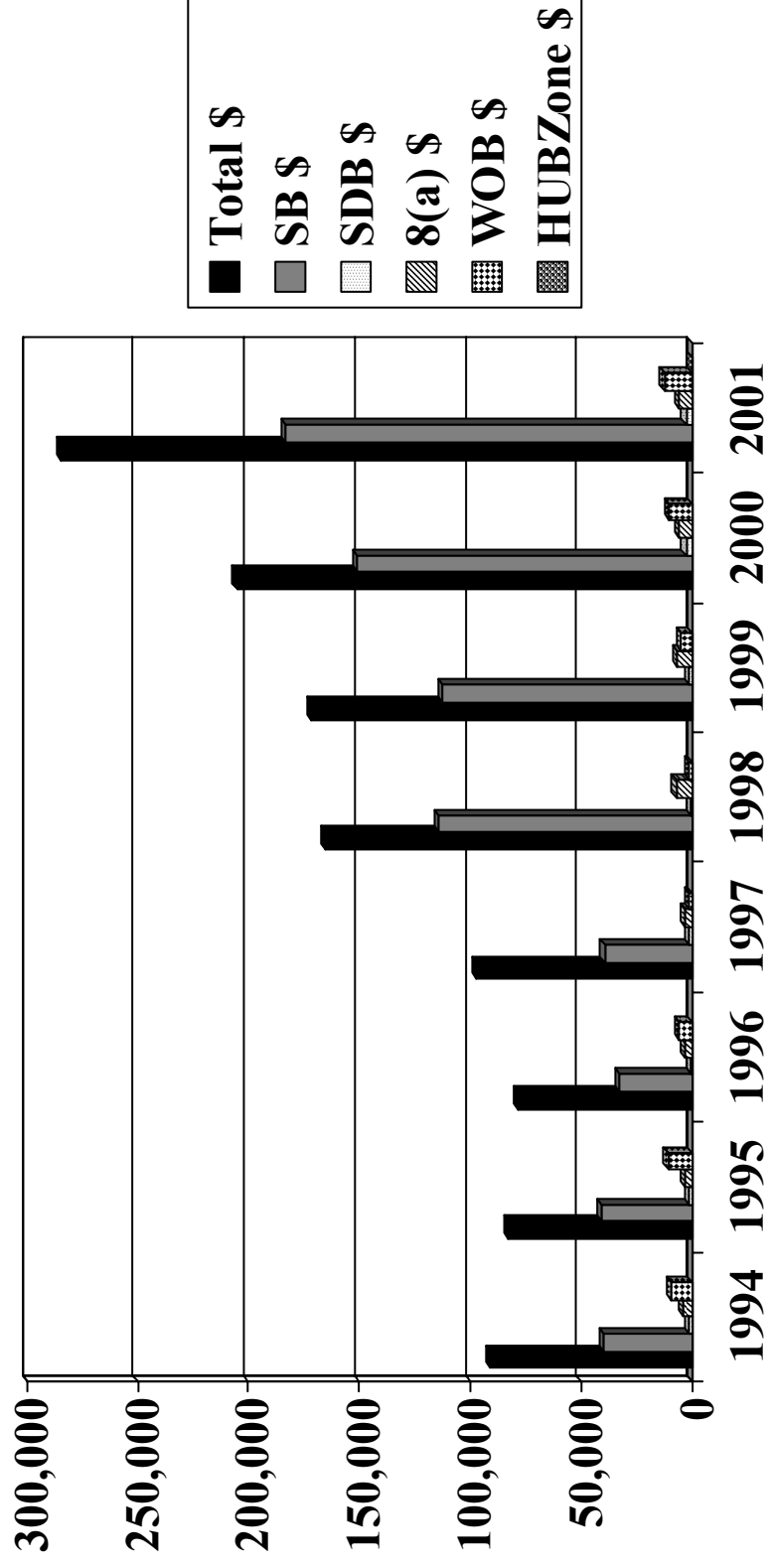
Overall Grade

Small Business Goal	A 4 points
Small Disadvantaged Business Goal	C 2 points
8(a) Program Goal	A 4 points
Women-Owned Business Goal	C 2 points
HUBZone Goal	F 0 points
Average Grade	C 2.4 points

With an “A” in the Small Business Goal, a “C” in the Small Disadvantaged Business Goal, an “A” in the 8(a) Program goal, a “C” in the Women-Owned Business Goal, and an “F” in the HUBZone Goal, with all categories weighed equally, the Office of Personnel Management has an overall point total of 2.4 points, for a grade of “C.”

Office of Personnel Management

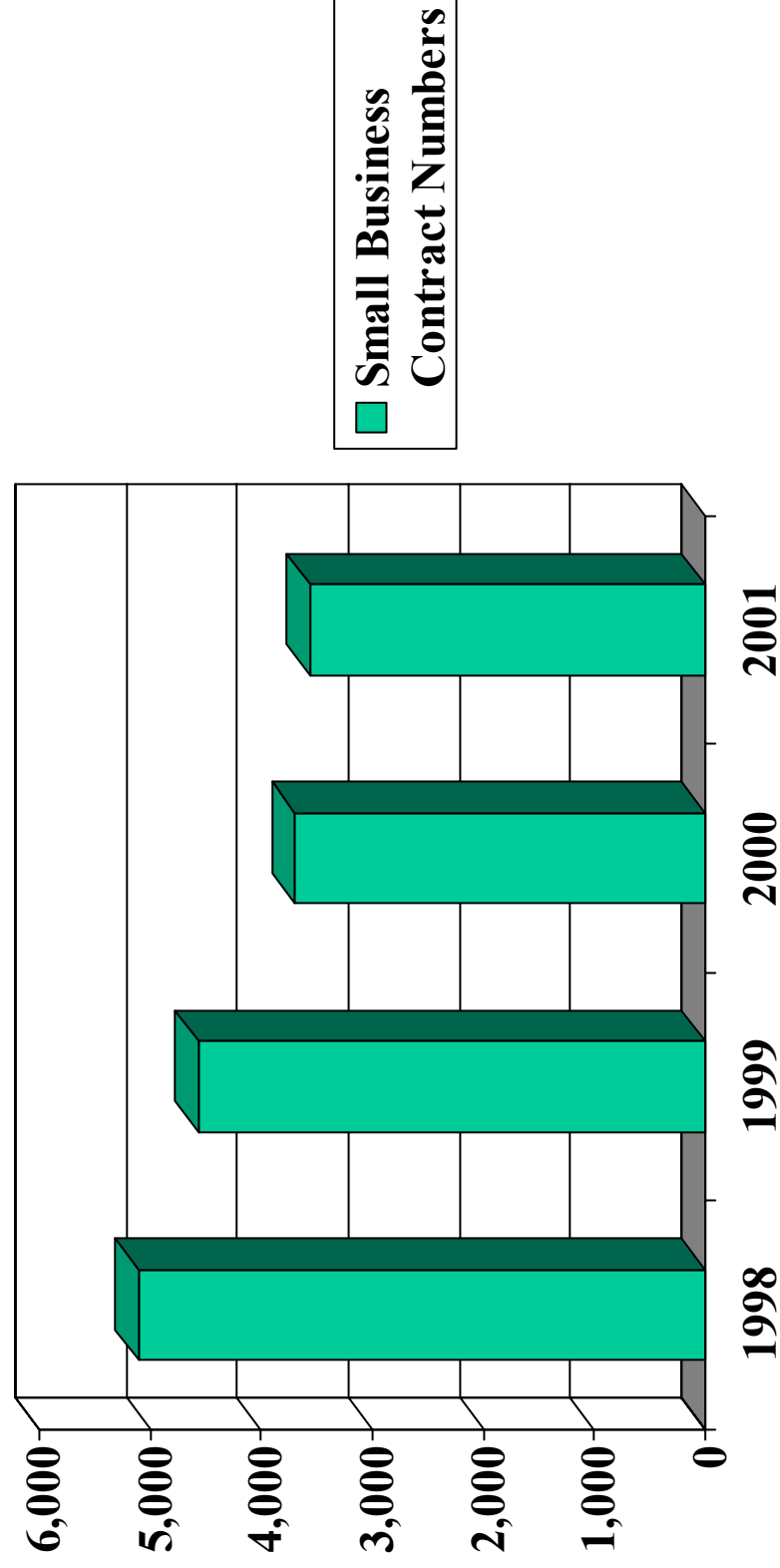
Procurement Dollars



Dollars are expressed in millions.

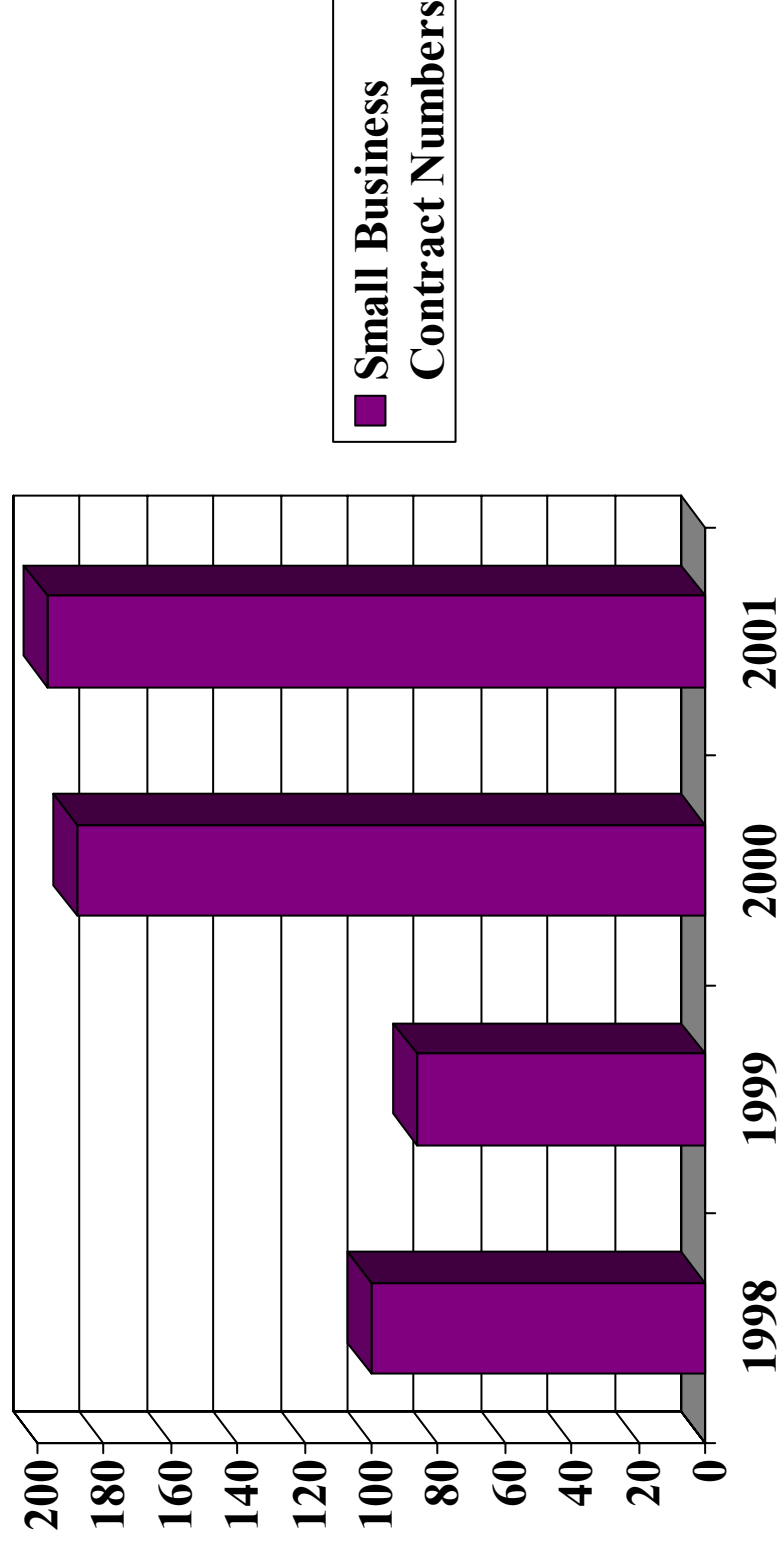
U.S. Office of Personnel Management

Number of Contracts to Small Businesses



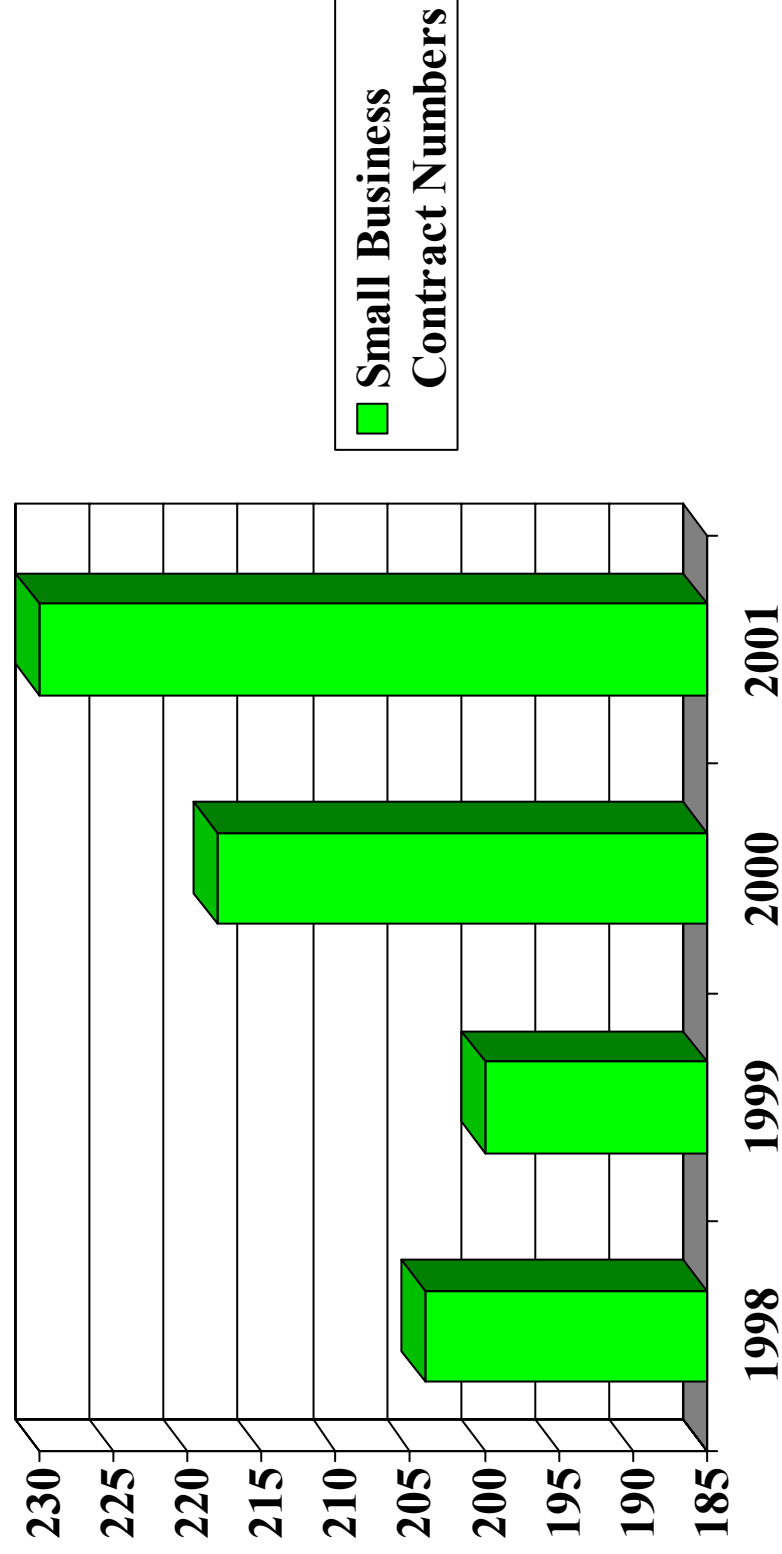
U.S Office of Personnel Management

Number of Contracts to Small Disadvantaged Businesses



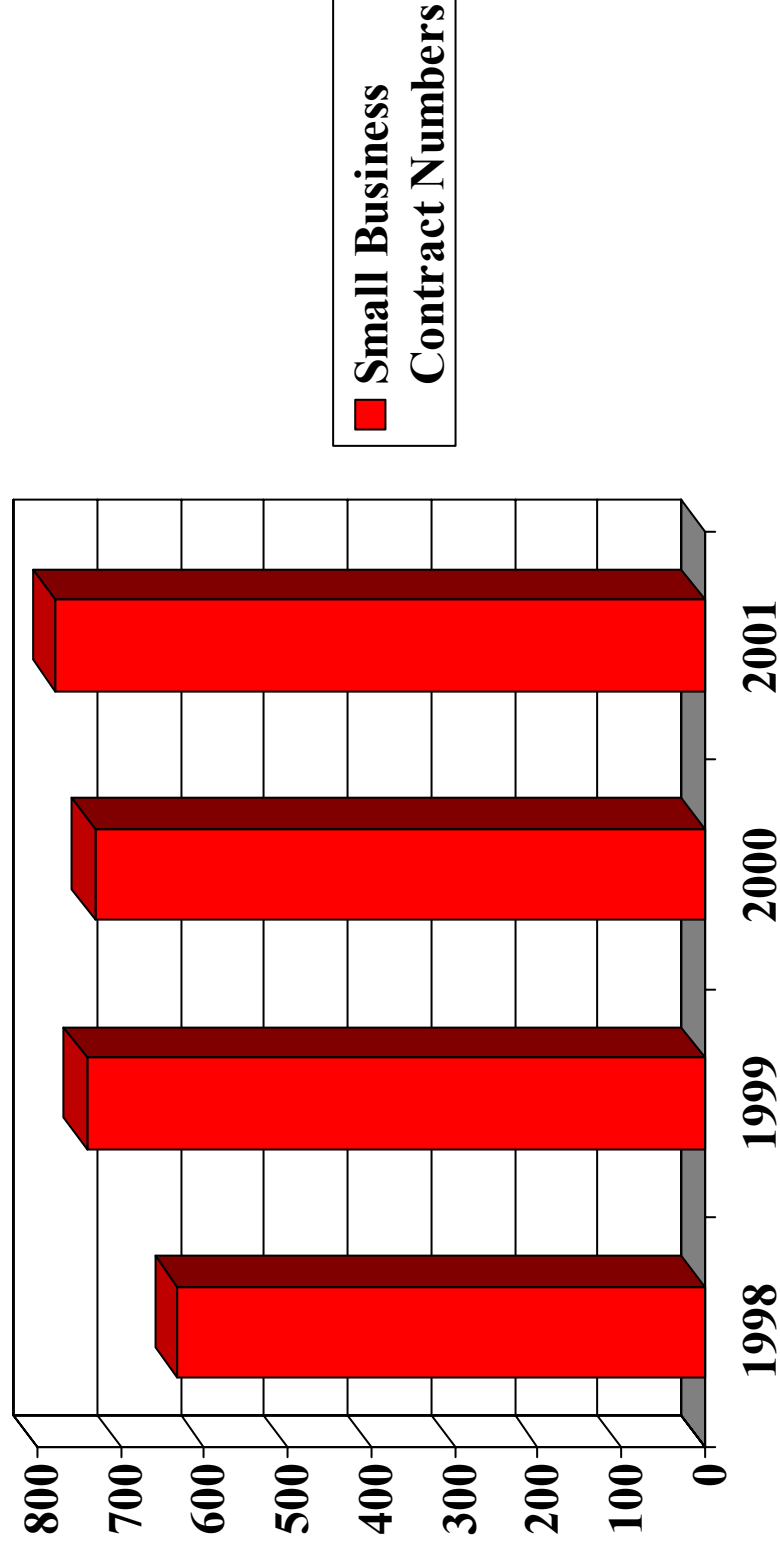
U.S. Office of Personnel Management

Number of Contracts to 8(a) Firms



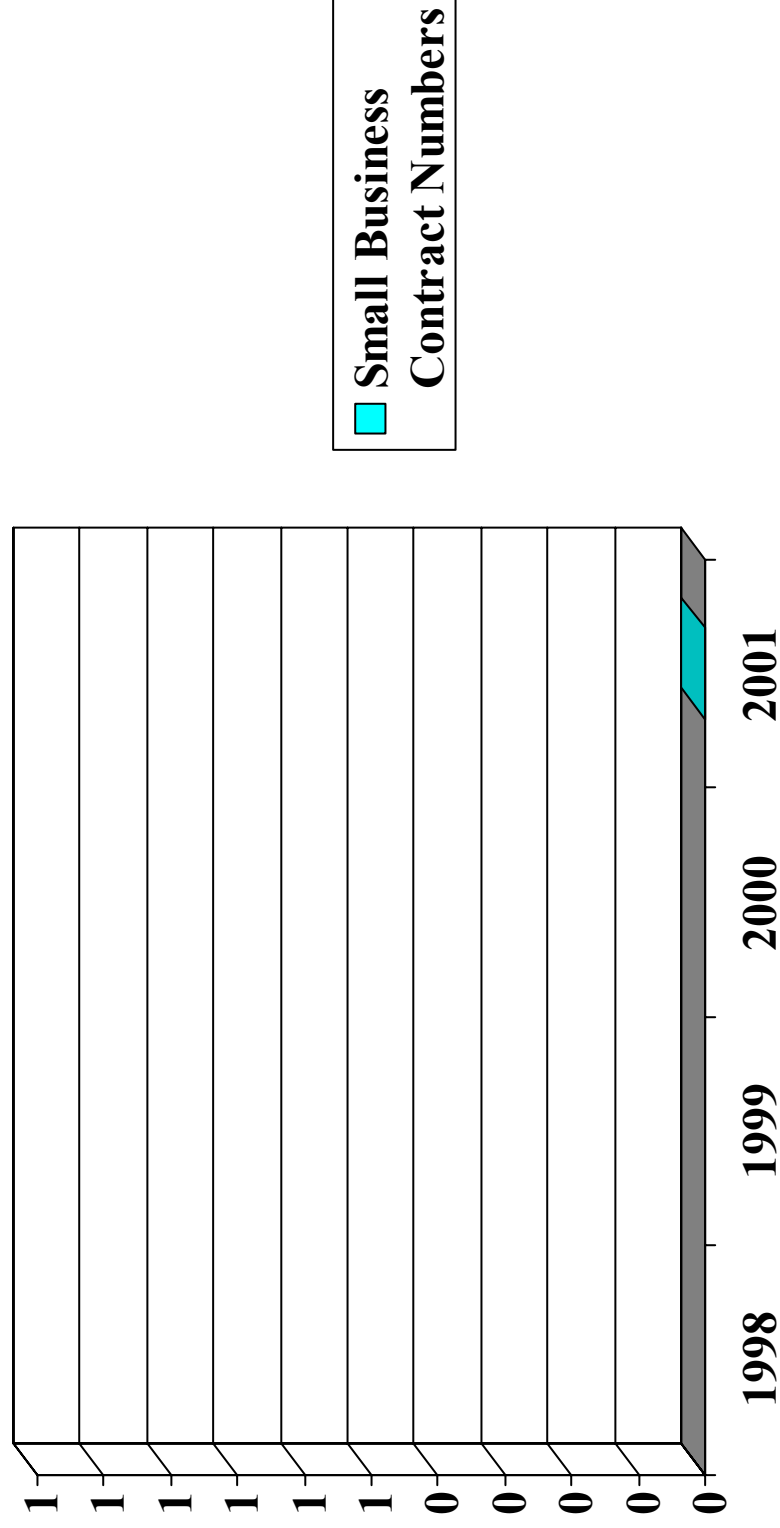
U.S. Office of Personnel Management

Number of Contracts to Women-Owned Businesses



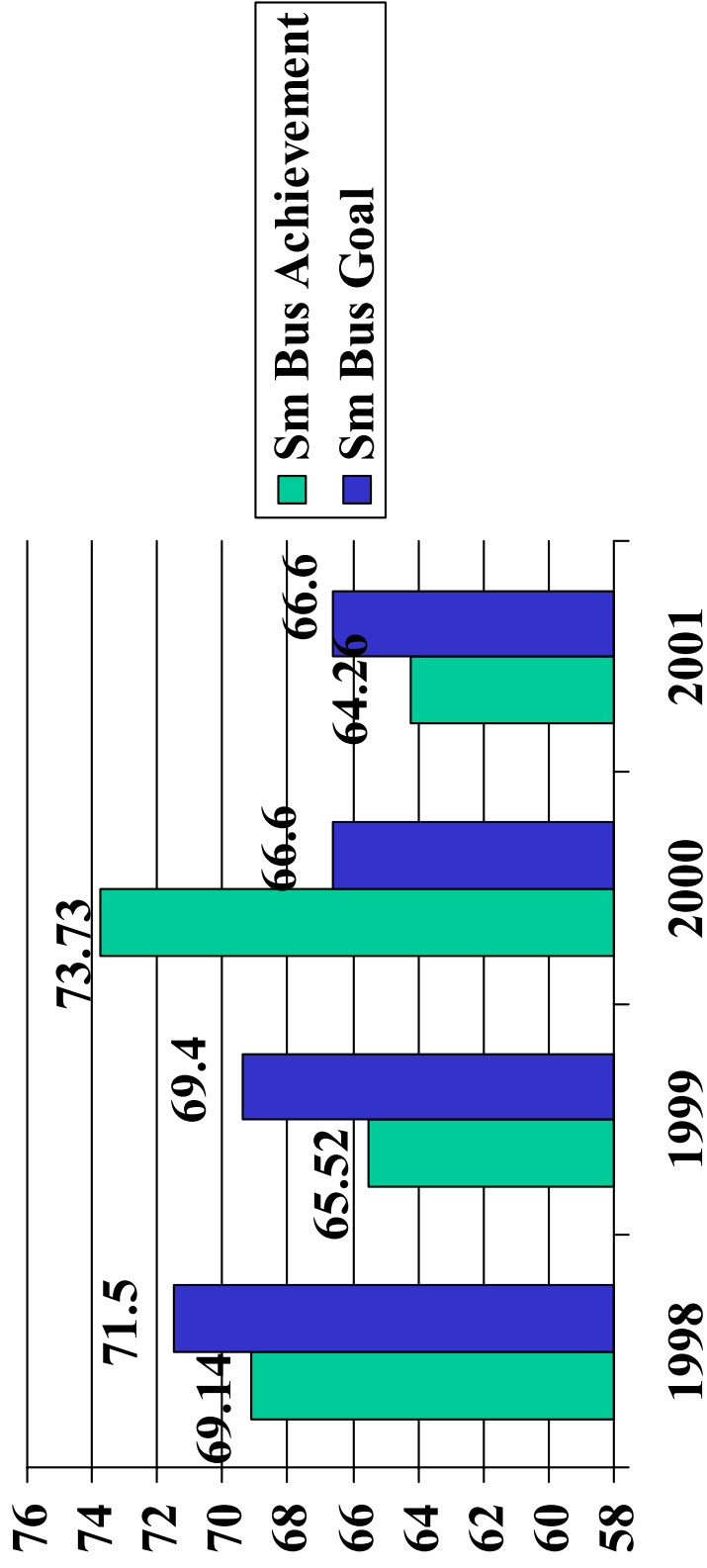
U.S. Office of Personnel Management

Number of Contracts to HUBZone Businesses



Office of Personnel Management

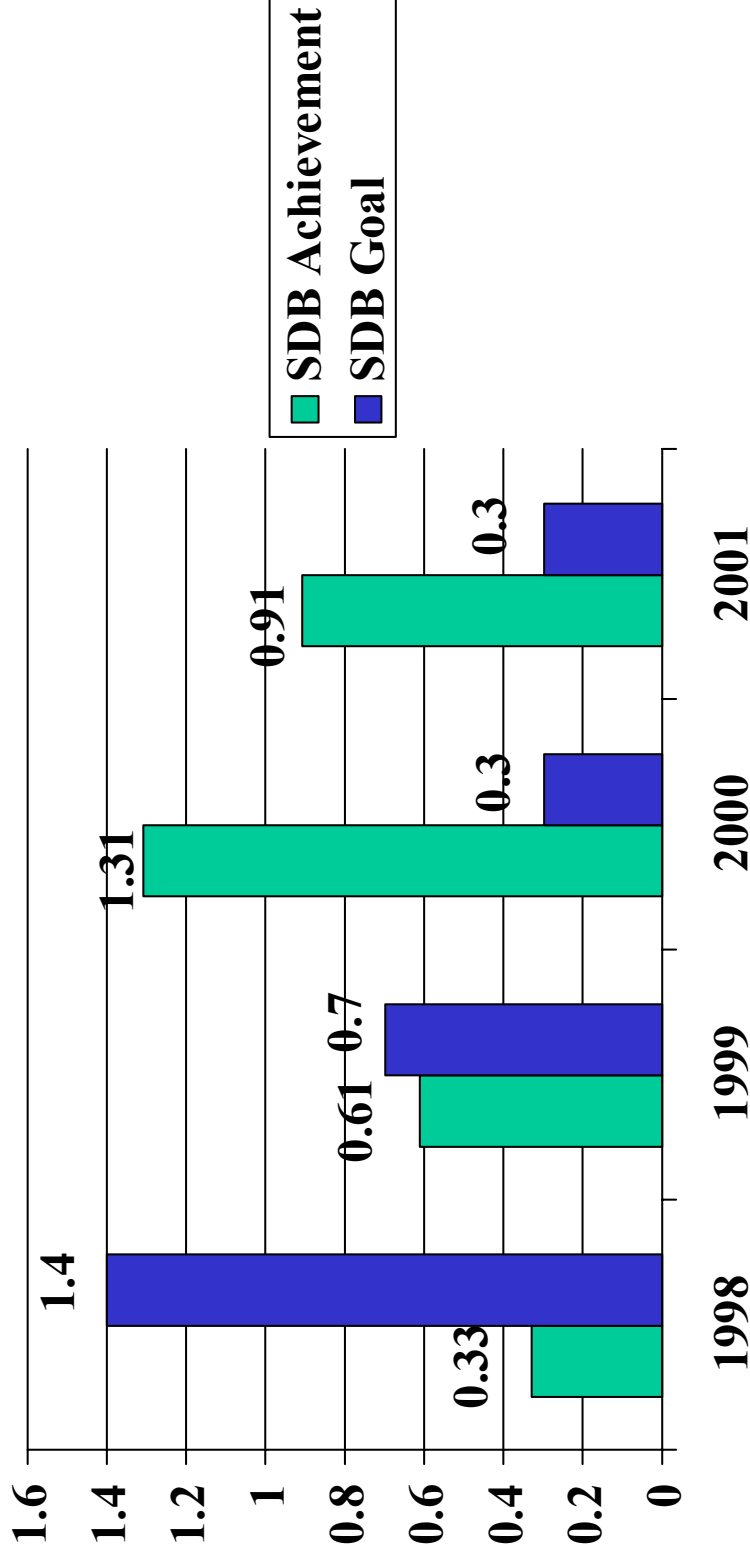
Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

Office of Personnel Management

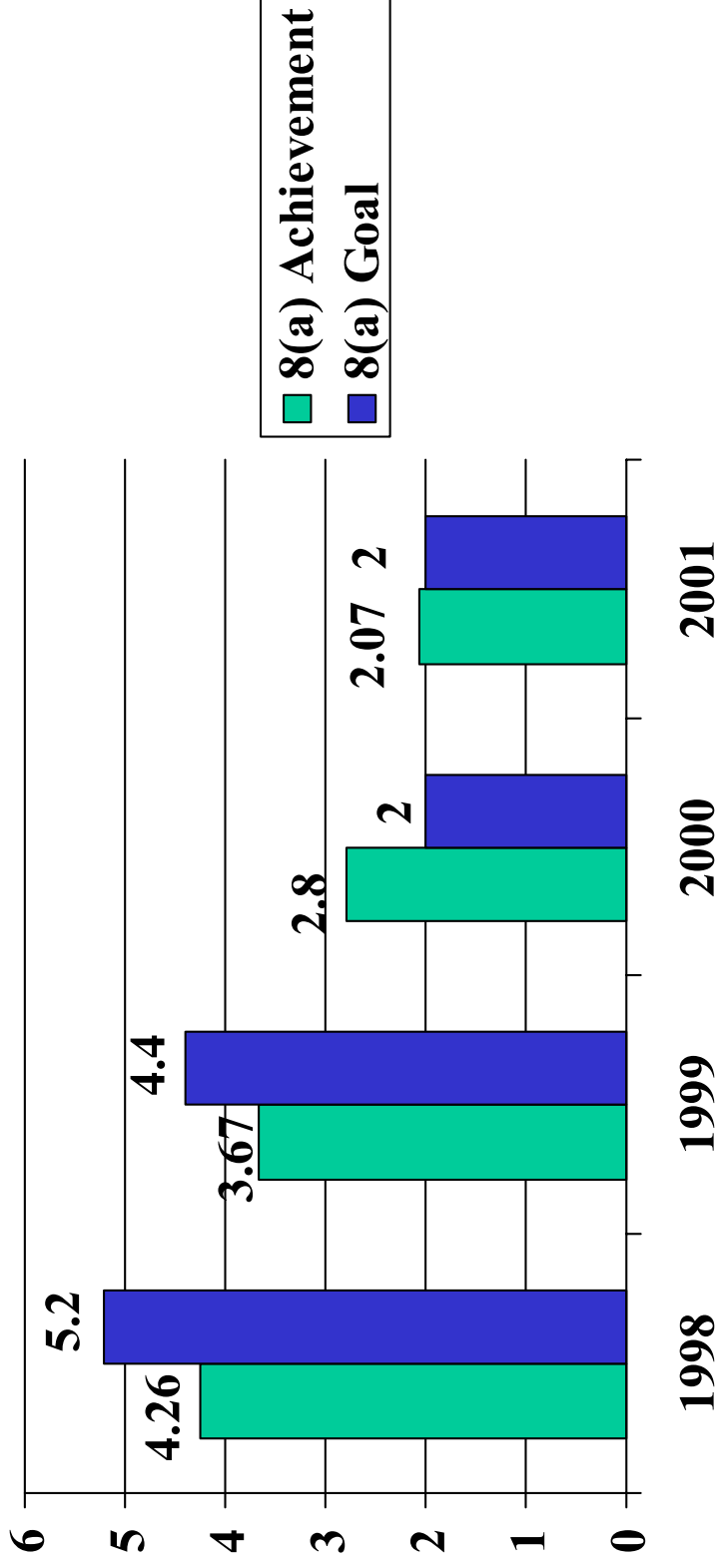
SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Office of Personnel Management

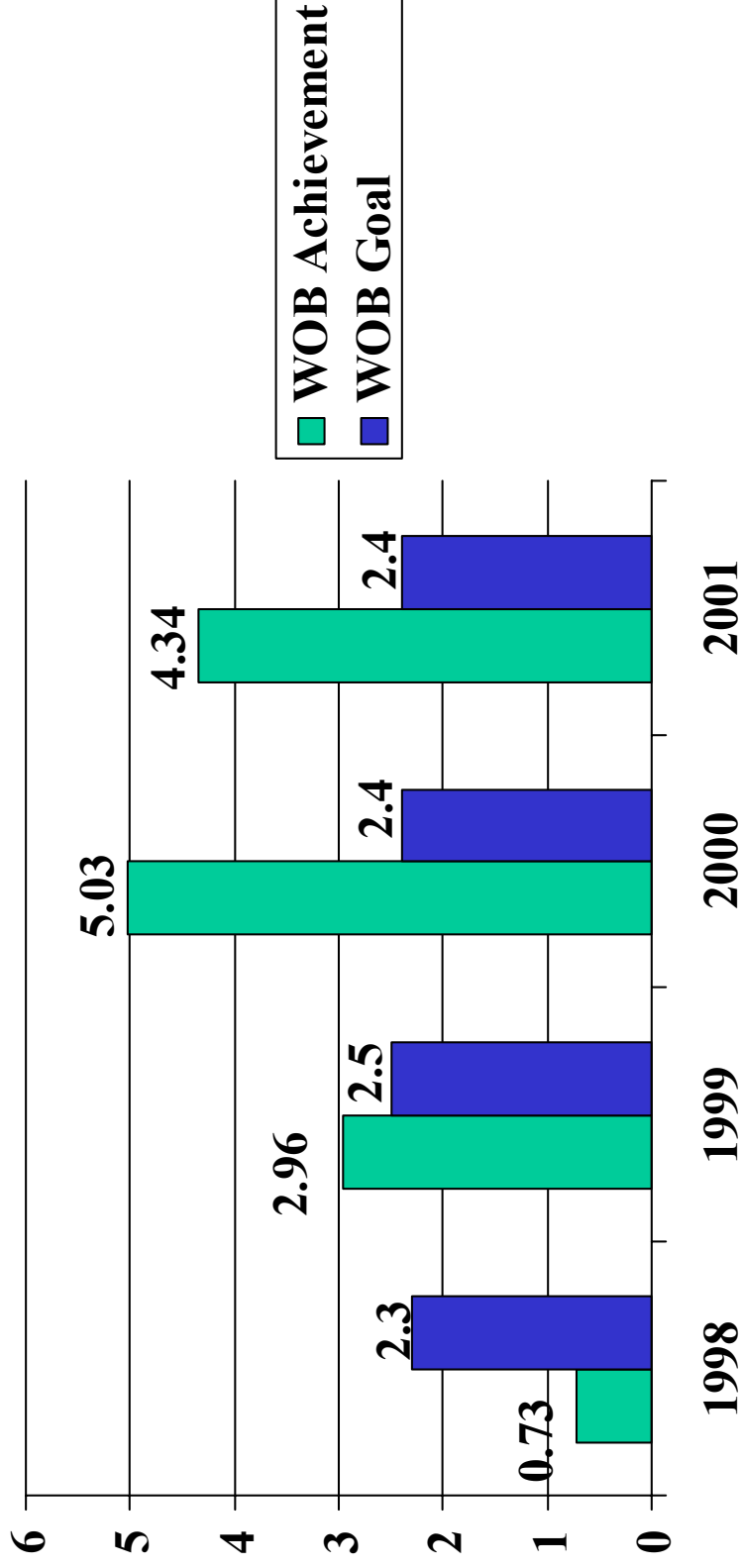
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Office of Personnel Management

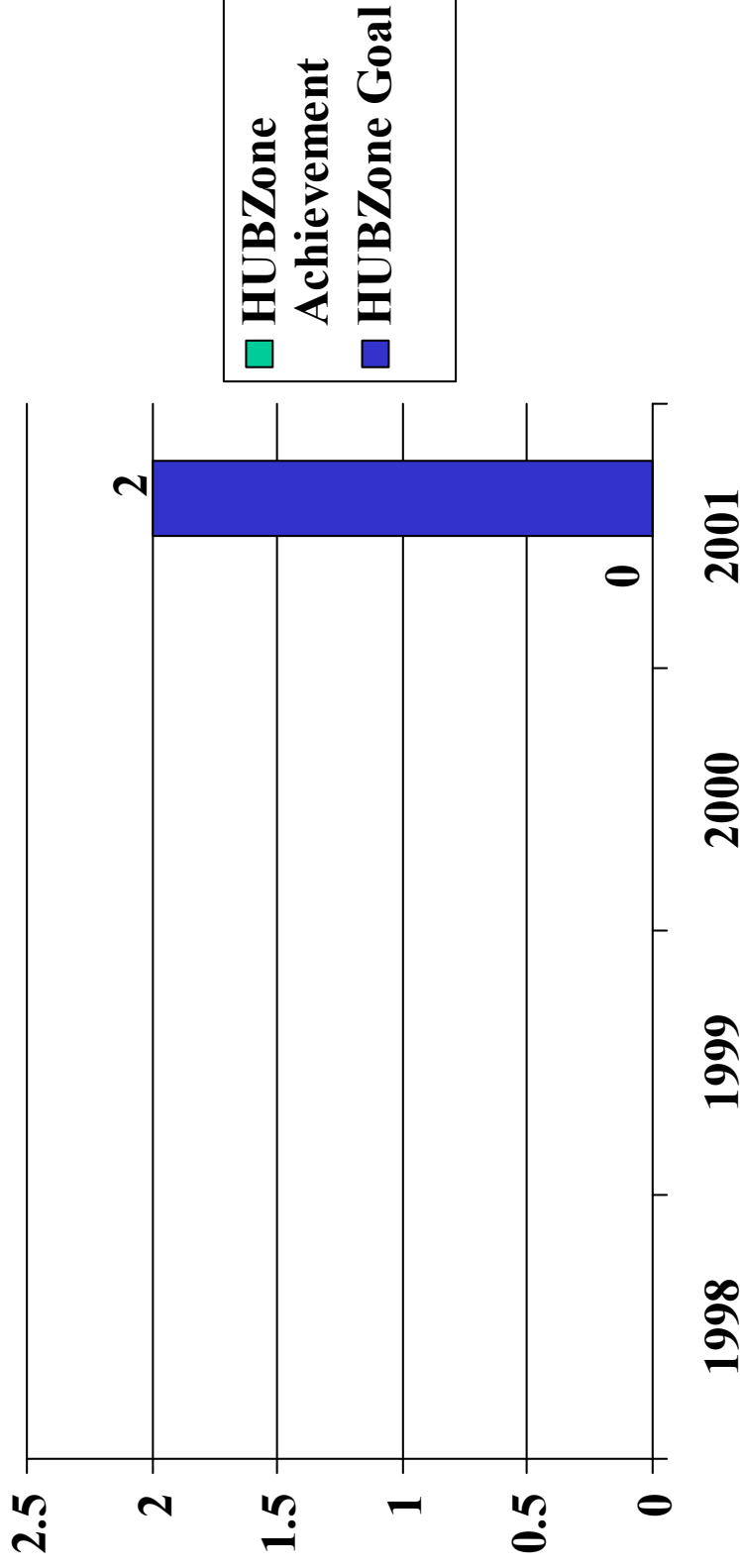
Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Office of Personnel Management

HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

Small Business Administration

Procurement Dollar Analysis

The Small Business Administration (SBA) is a small agency as far as procurement activity. In 1994, SBA had procurement activity of \$23.8 million. A significant decrease occurred in 1996 to \$11.7 million. Increases occurred in 1996 and 1997 as follows: 1996 - \$31.1 million and 1997 - \$36 million. A decrease again occurred in 1998 to \$32.5 million. In 1999, SBA showed an increase to \$44.3 million. Figures for 2000 show a decrease in SBA procurement activity to \$42.7 million. In 2001, SBA had an increase to slightly more than 71.5 million.

Numbers of Contracts

Small Business

From 1998 to 1999, the number of contracts awarded to small businesses by the SBA increased from 670 in 1998 to 1,011 in 1999. In 2000, the SBA awarded 766 contracts to small businesses. In 2001, SBA awarded 595 contracts to small businesses.

Small Disadvantaged Business

From 1998 to 1999, the number of contracts awarded to small disadvantaged businesses by the SBA increased from 59 in 1998 to 154 in 1999. In 2000, the SBA awarded 162 contracts to small disadvantaged businesses. In 2001, SBA awarded 102 contracts to small businesses.

8(a) Program

From 1998 to 1999, the number of contracts awarded to 8(a) firms by the SBA decreased from 179 in 1998 to 137 in 1999. In 2000, the SBA awarded 83 contracts to 8(a) firms. In 2001, SBA awarded 95 contracts to 8(a) companies.

Women-Owned Business

From 1998 to 1999, the number of contracts awarded to women-owned businesses by the SBA increased from 117 in 1998 to 201 in 1999. In 2000, the SBA awarded 144 contracts to women-owned businesses. In 2001, the SBA awarded 107 contracts to women-owned businesses.

HUBZone Small Business Concerns

In 2001, the Small Business Administration awarded 4 contracts to HUBZone companies.

Goal Achievement

Small Business Goal

The SBA exceeded its small business goal in 1998, but did not achieve its goal in 1997 or 1999. SBA exceed its goal in 2000. Based on figures for 2001, SBA exceeded its small business goal. SBA achieved 72.18 percent. SBA=s goal was 55 percent. As SBA exceeded its goal, the grade would normally be an “A.”

	1998	1998	2000	2001
SB Goal	55	69.6	55	55
SB Achievement	74.14	57.63	62.69	72.18

Based on the first three years of this study, the average achievement was 64.82 percent. The average goal for the same period was 59.87 percent. As the goal negotiated was below the average achievement, the letter grade will be dropped to a “B.” For fiscal year 2002, SBA has a goal of 60 percent.

Small Disadvantaged Business Goal

SBA did not achieve its small business goal from 1998 through 1999. SBA exceeded its goal in 2000. Based on figures for 2001, SBA did not achieve its goal. SBA achieved 3.56 percent. SBA=s goal was 10 percent. As SBA achieved 35.6 percent of its goal, the grade will be an “F.” SBA has a small disadvantaged business goal of 46.52 percent for fiscal year 2002.

8(a) Program Goal

SBA exceeded its 8(a) Program goal in 1998, but did not achieve its goal in 1999 or 2000. Based on figures for 2001, SBA did not meet its 8(a) Program goal. SBA achieved 18.5 percent. SBA=s goal was 50 percent. As SBA achieved 37.2 percent of its goal, the grade will be an “F.” SBA has an 8(a) Program goal for fiscal year 2002 of 23.26 percent.

Women-Owned Business Goal

SBA has exceeded its women-owned business goal in 1998 and 1999. In 2000, SBA did not achieve its goal. Based on figures for 2001, SBA did not achieve its goal. SBA achieved 7.35 percent. SBA=s goal was 8 percent. As SBA achieved 91.9 percent of its goal, the grade would normally be an “A.”

	1998	1999	2000	2001
SB Goal	8	11	8	8
SB Achievement	13.62	15.29	7.64	7.35

Based on the first three years of this study, the average achievement was 12.18 percent. The average goal for the same period was 9 percent. As the goal negotiated was below the average achievement, the letter grade would normally be dropped to a “B.” However, as SBA has set an unreasonably low goal for the past two years, SBA will be further down-graded to a “C.” For fiscal year 2002, SBA has a goal of 7.64 percent.

HUBZone Small Business Concern Goal

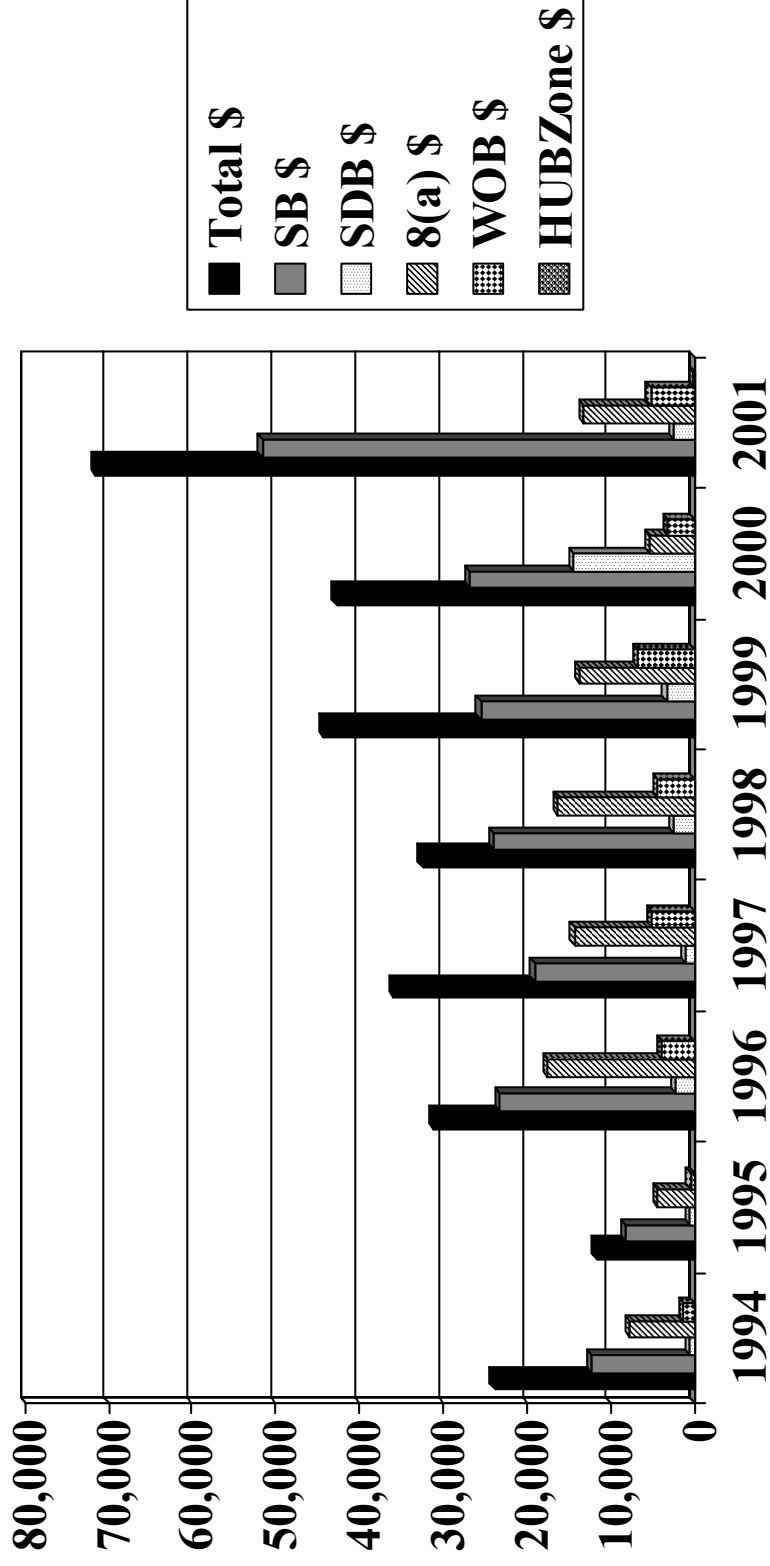
The Small Business Administration did not achieve its HUBZone goal in 2001. SBA achieved 0.17percent. SBA’s goal was 2 percent. As SBA achieved 8.5 percent of its goal, the grade will be an “F.” SBA has a HUBZone business goal of 2.5 percent for fiscal year 2002.

Overall Grade

Small Business Goal	B 3 points
Small Disadvantaged Business Goal	F 0 points
8(a) Program Goal	F 0 points
Women-Owned Business Goal	C 2 points
HUBZone Goal	F 0 points
Average Grade	D- 1 point

With a “B” in the Small Business Goal, an “F” in the Small Disadvantaged Business Goal, an “F” in the 8(a) Program goal, a “C” in the Women-Owned Business Goal, and an “F” in the HUBZone Goal, with all categories weighed equally, the Small Business Administration has an overall point total of 1 point, for a grade of “D-.”

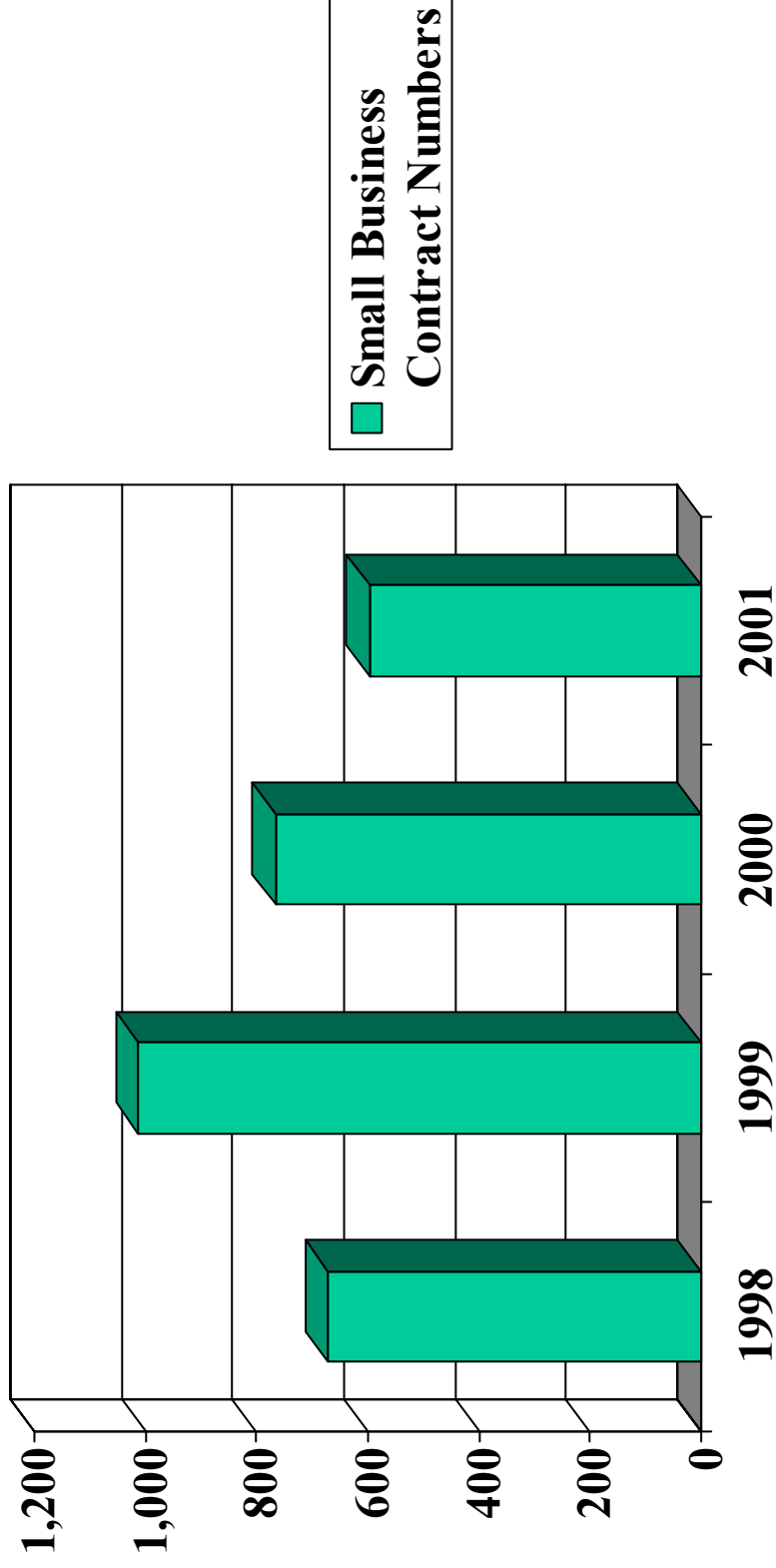
Small Business Administration Procurement Dollars



Dollars are expressed in millions.

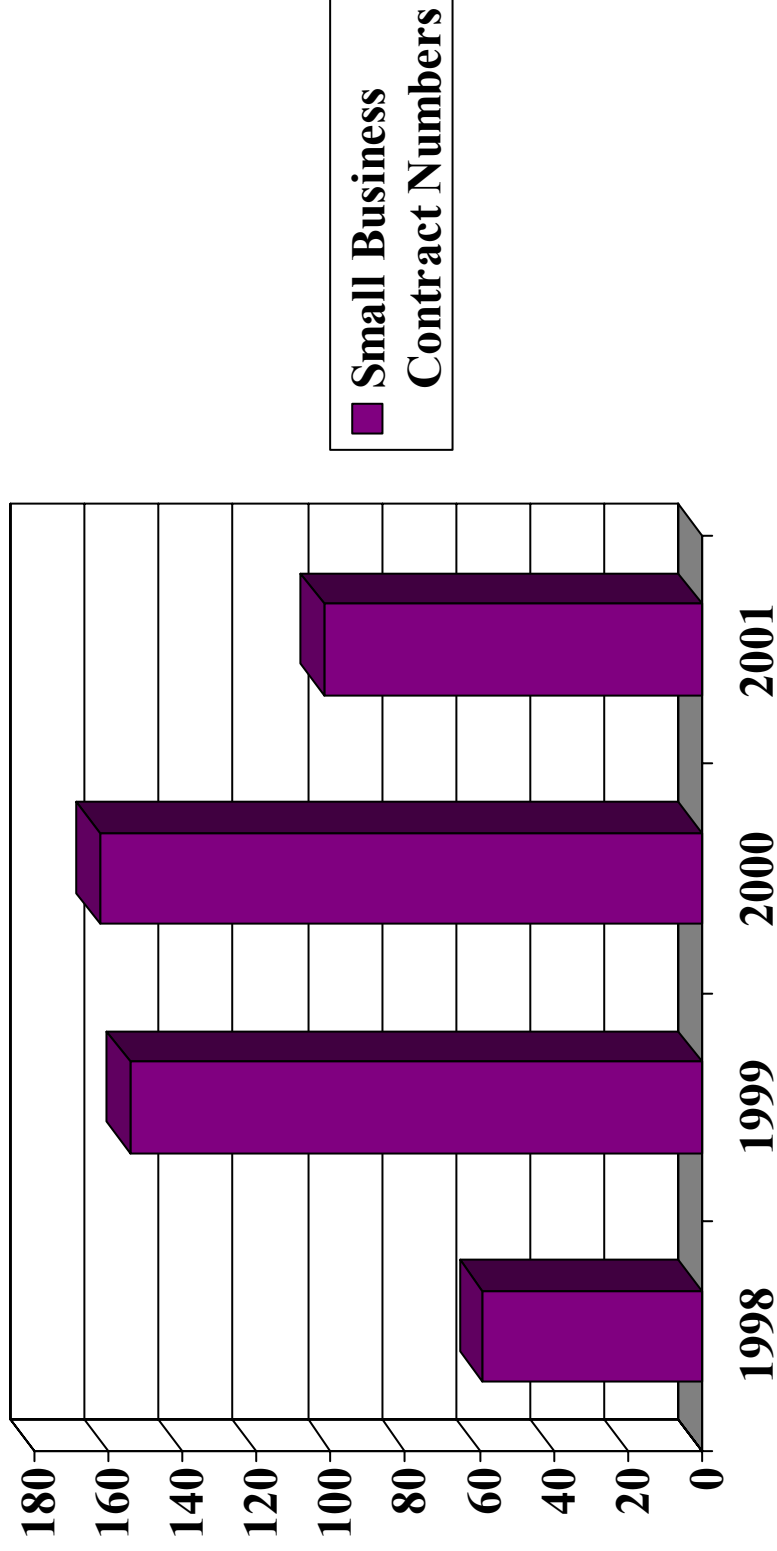
Small Business Administration

Number of Contracts to Small Businesses



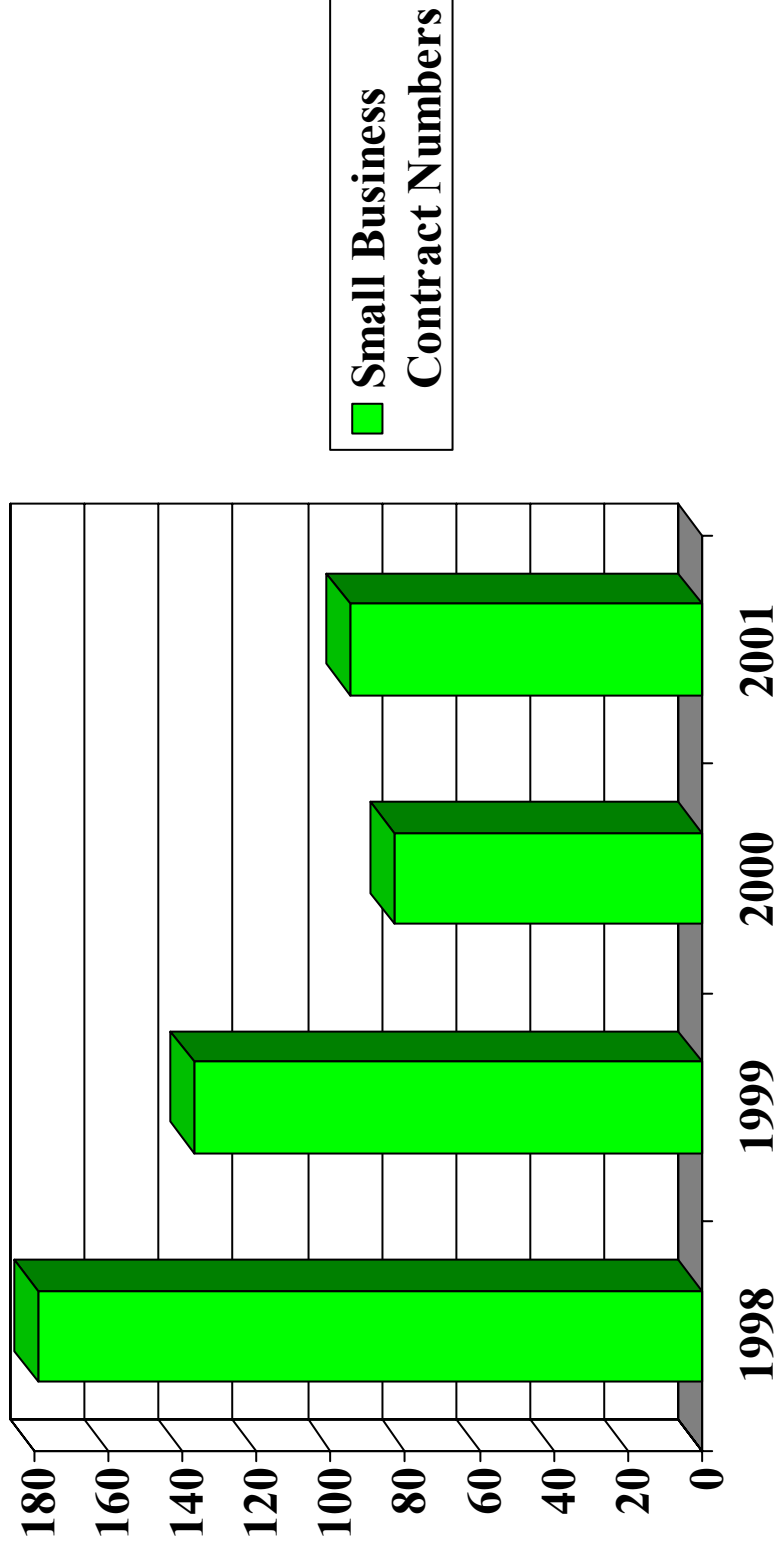
Small Business Administration

Number of Contracts to Small Disadvantaged Businesses



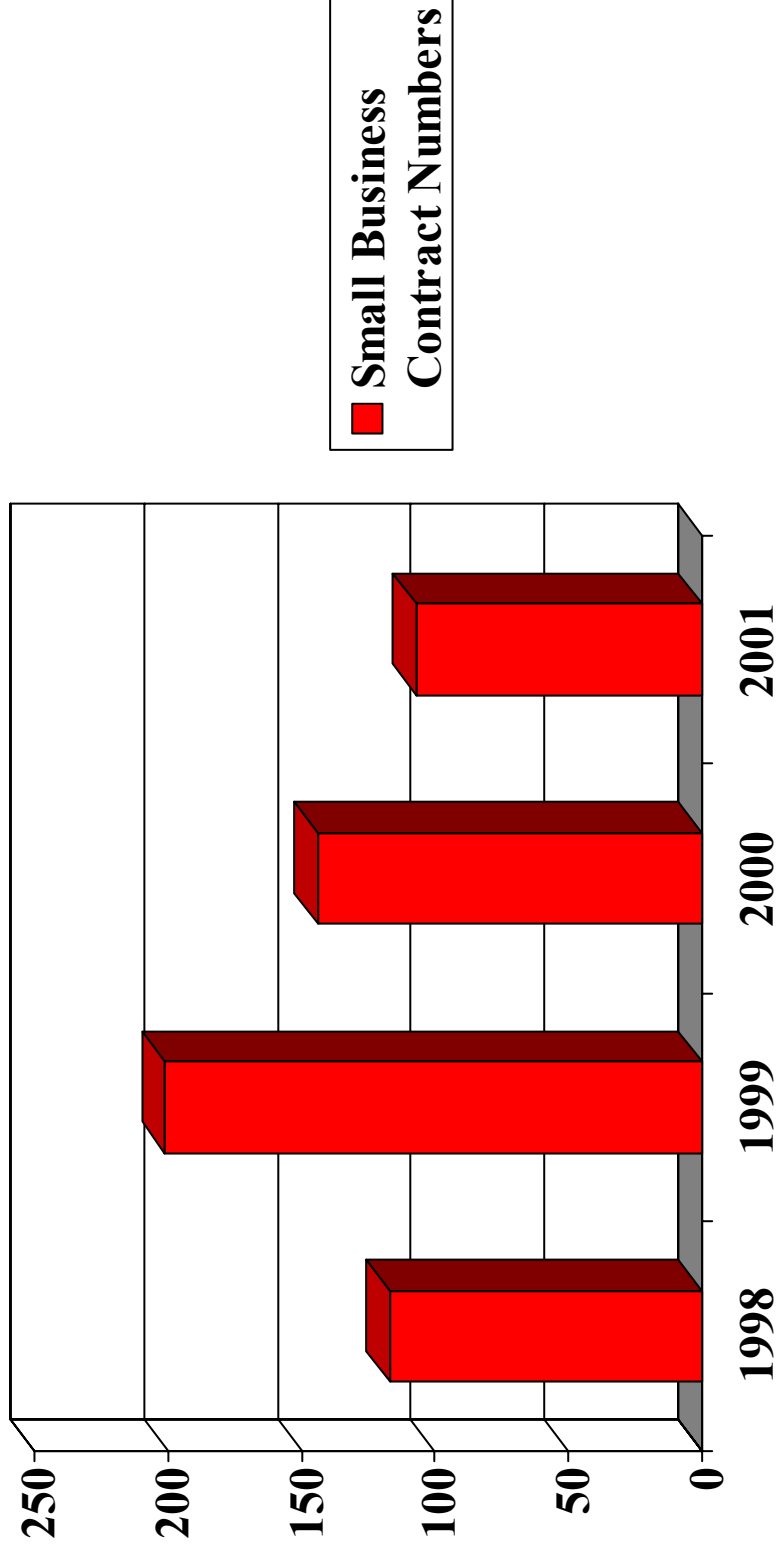
Small Business Administration

Number of Contracts to 8(a) Firms



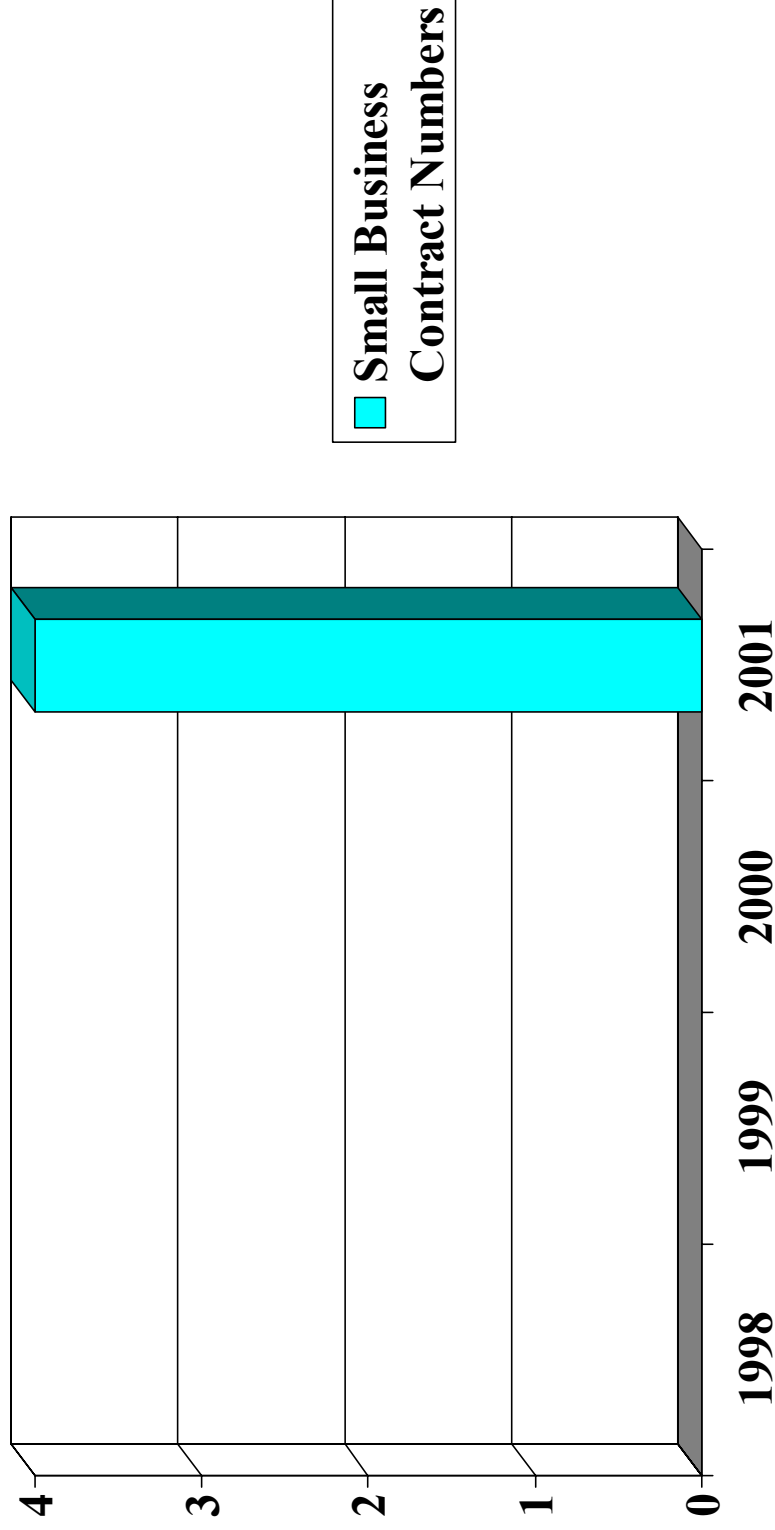
Small Business Administration

Number of Contracts to Women-Owned Businesses



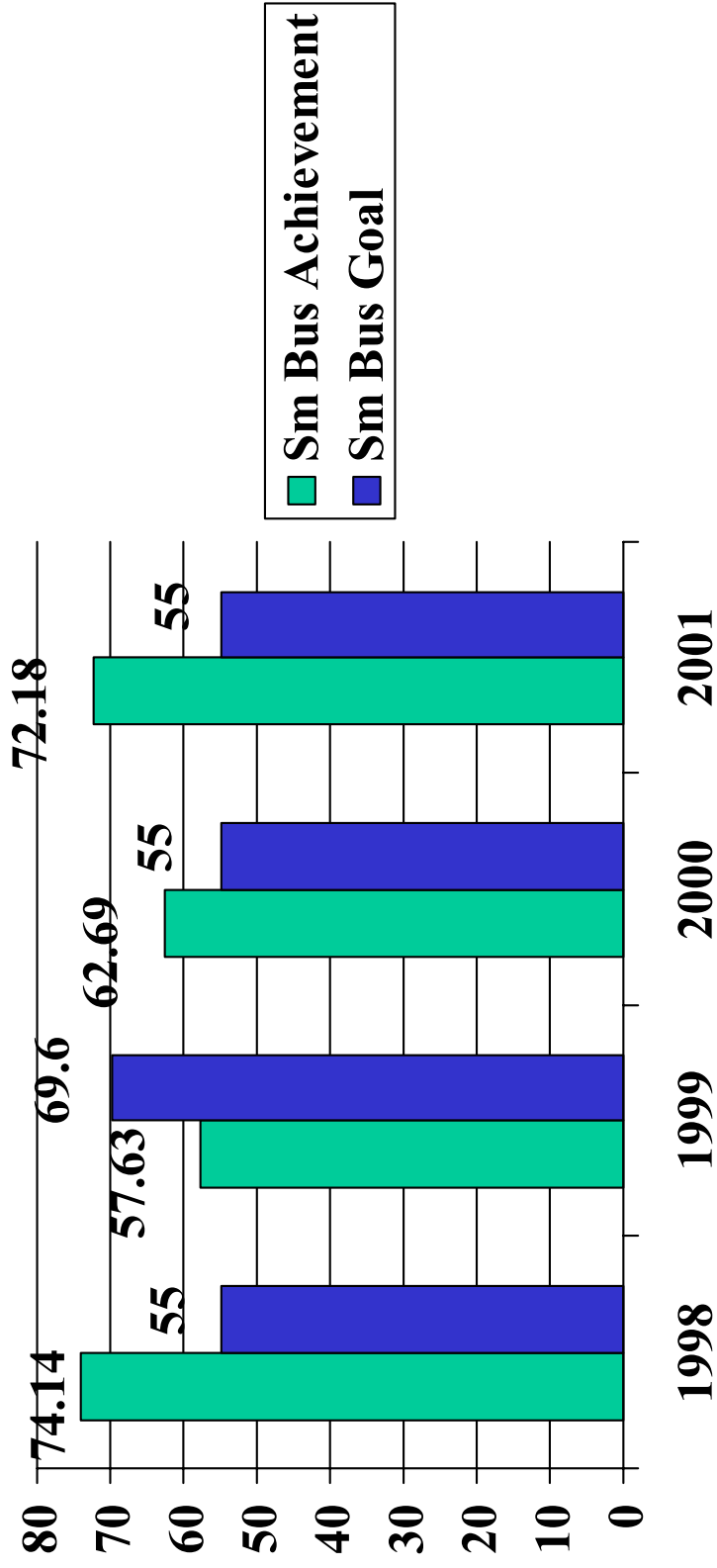
Small Business Administration

Number of Contracts to HUBZone Businesses



Small Business Administration

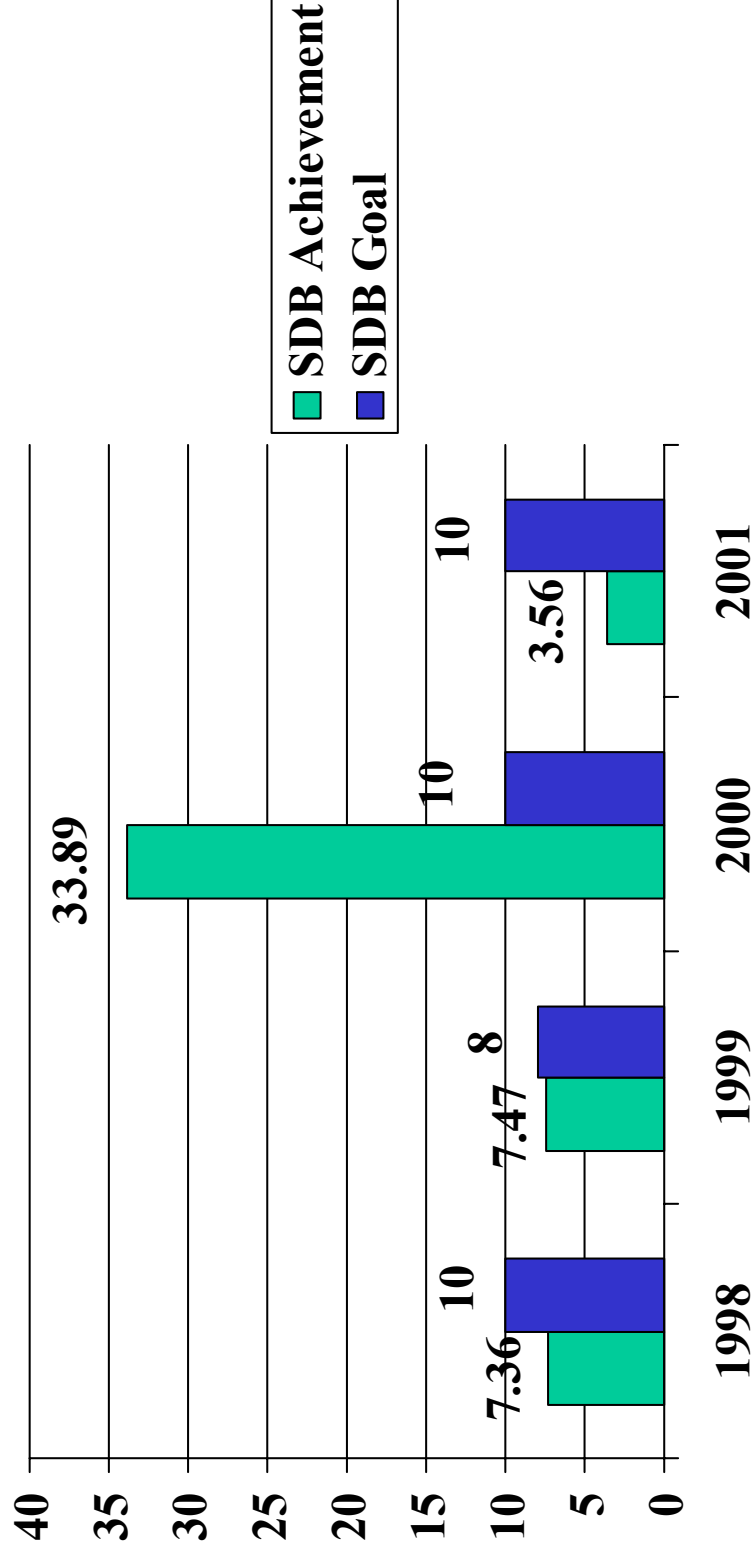
Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

Small Business Administration

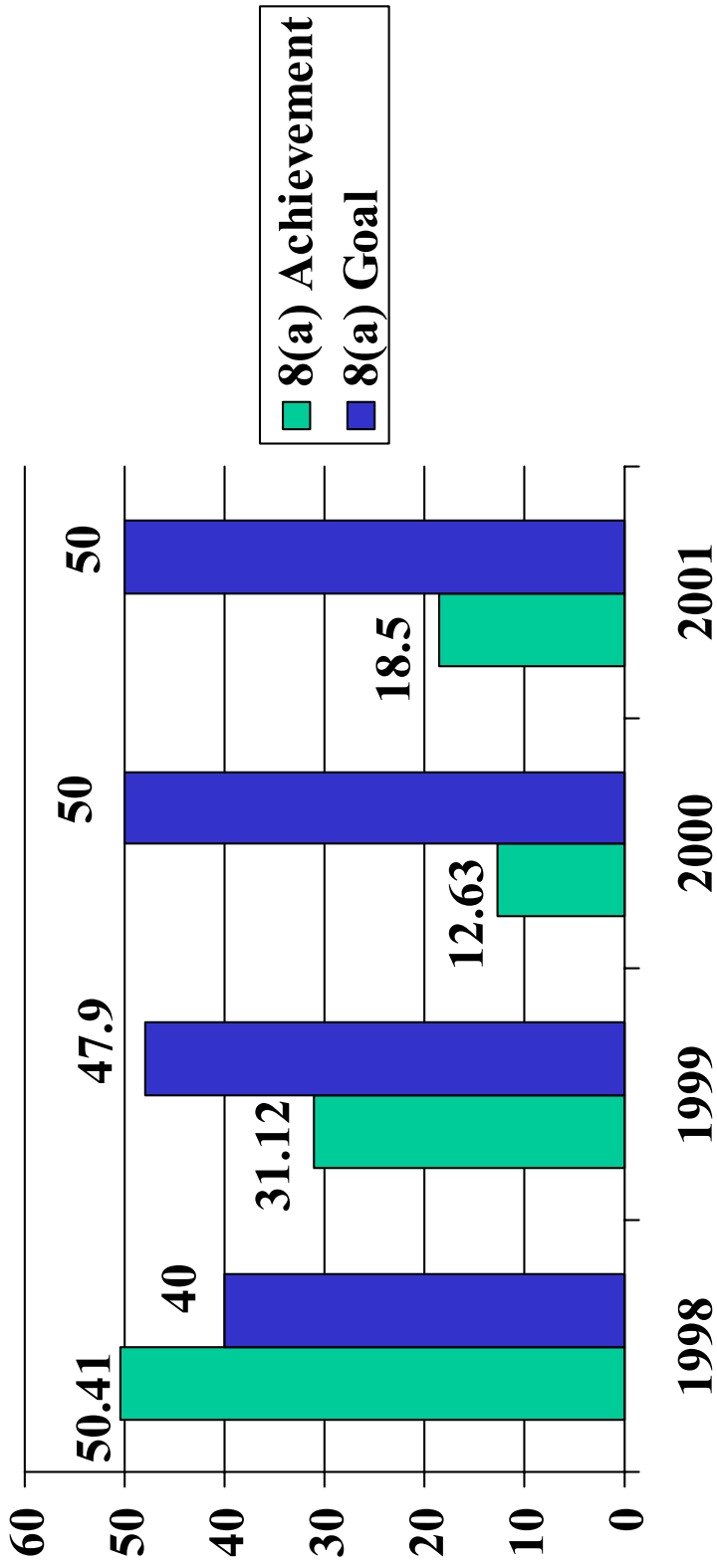
SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

Small Business Administration

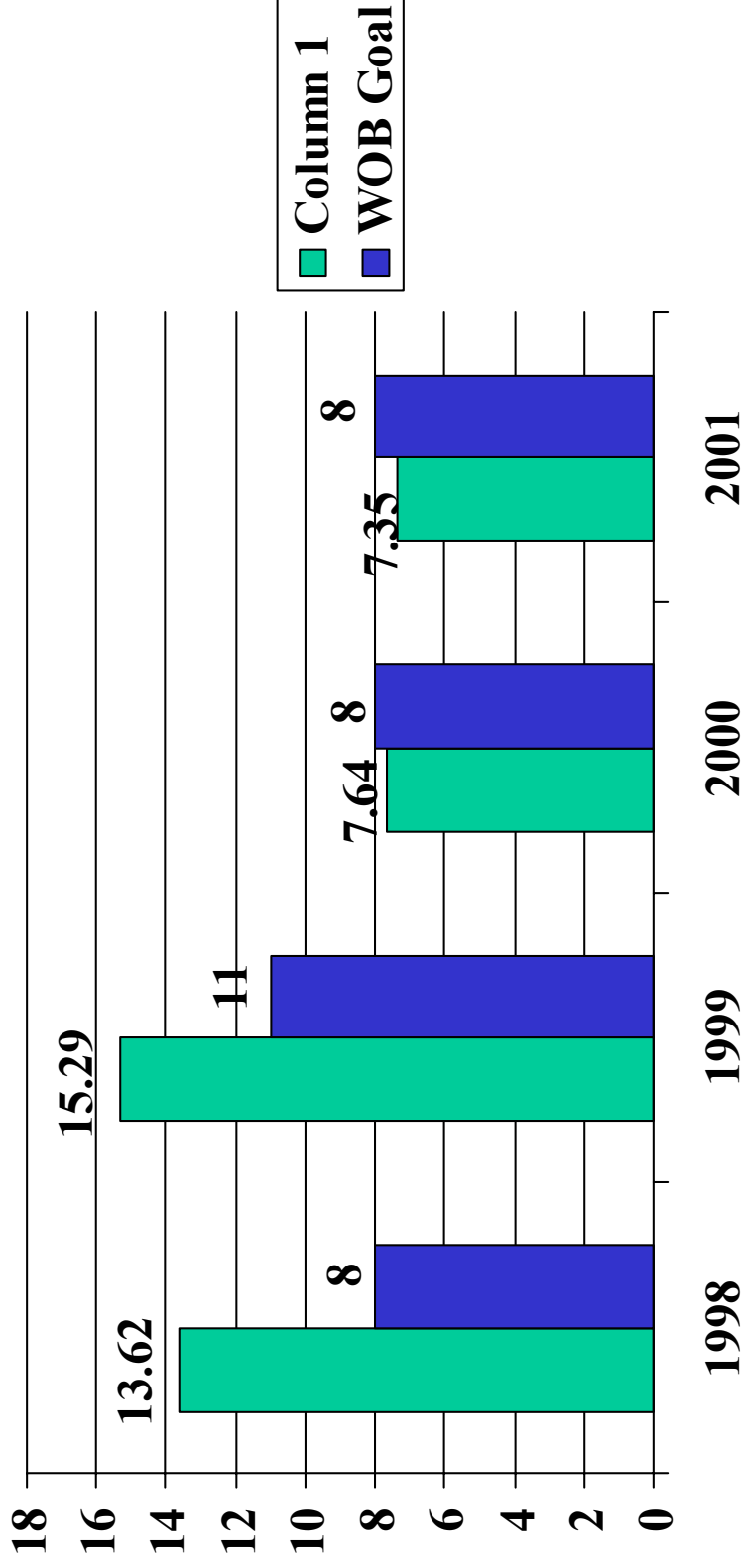
8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

Small Business Administration

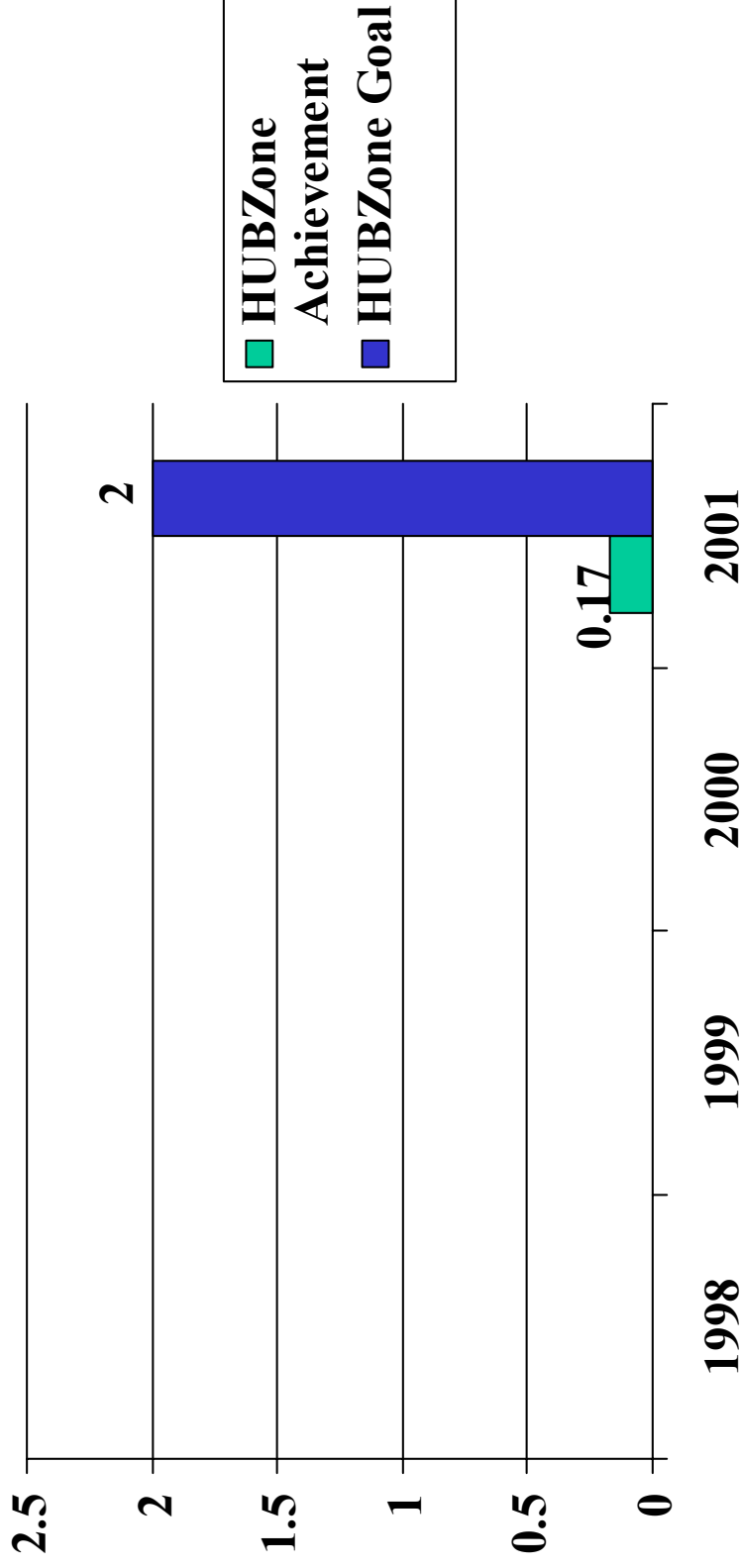
Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

Small Business Administration

HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

Federal Agency Scorecard - Recap

Rank	Federal Agency	Small Business Goal	SDB Goal	8(a) Program Goal	WOB Goal	HUBZone Goal	Total Points	Grade
1	Interior	A	A	A	A	A	4	A
2	Agriculture	A	A	C	C	A	3.2	B-
3	Labor	A	C - notes 2,4	A	A	F	2.8	C
3	Transportation	C - notes 1,4	C - notes 2,4	A	C	A	2.8	C
3	VA	B	C - notes 2,4	C - notes 1,4	B	A	2.8	C
6	OPM	A	C - notes 2,4	A	C - notes 2,4	F	2.4	C
6	Commerce	A	A	F	A	F	2.4	C
8	GSA	C - notes 1,4	B - note 1	C	A	F	2.2	C-
9	EPA	B - note 1	F - notes 2,4	A	B	F	2	C-
9	NASA	C - notes 2,4	C - notes 2,4	A	C - notes 2,4	F	2	C-
11	HUD	B - note 1	C - notes 1,2	D	B - note 1	F	1.8	D
11	Justice	A	C - notes 2,4	D	C - notes 2,4	F	1.8	D
11	Social Security	C - notes 1,4	A	C	D	F	1.8	D
11	Treasury	C - notes 1,4	D - notes 1,2,4	A	C - notes 2,4	F	1.8	D
15	HHS	A	F	A	F	F	1.6	D
15	State	C - notes 1,4	C - notes 2,4	C - notes 1,4	C	F	1.6	D
17	Energy	F	C - notes 2,4	B	C - notes 2,4	F	1.4	D
17	USAID	A	D - notes 1,2,4	F	C	F	1.4	D
19	SBA	B - notes 1,4	F	F	C - notes 1,4	F	1	D-
20	Defense	B	F	F - note 3	F	F	0.6	F
21	Education	F	C - notes 2,4	F	F	F	0.4	F
Average Points		2.81	1.95	2.24	2.19	0.76	1.99	
Average Grade		C	D	C-	C-	F	D	D

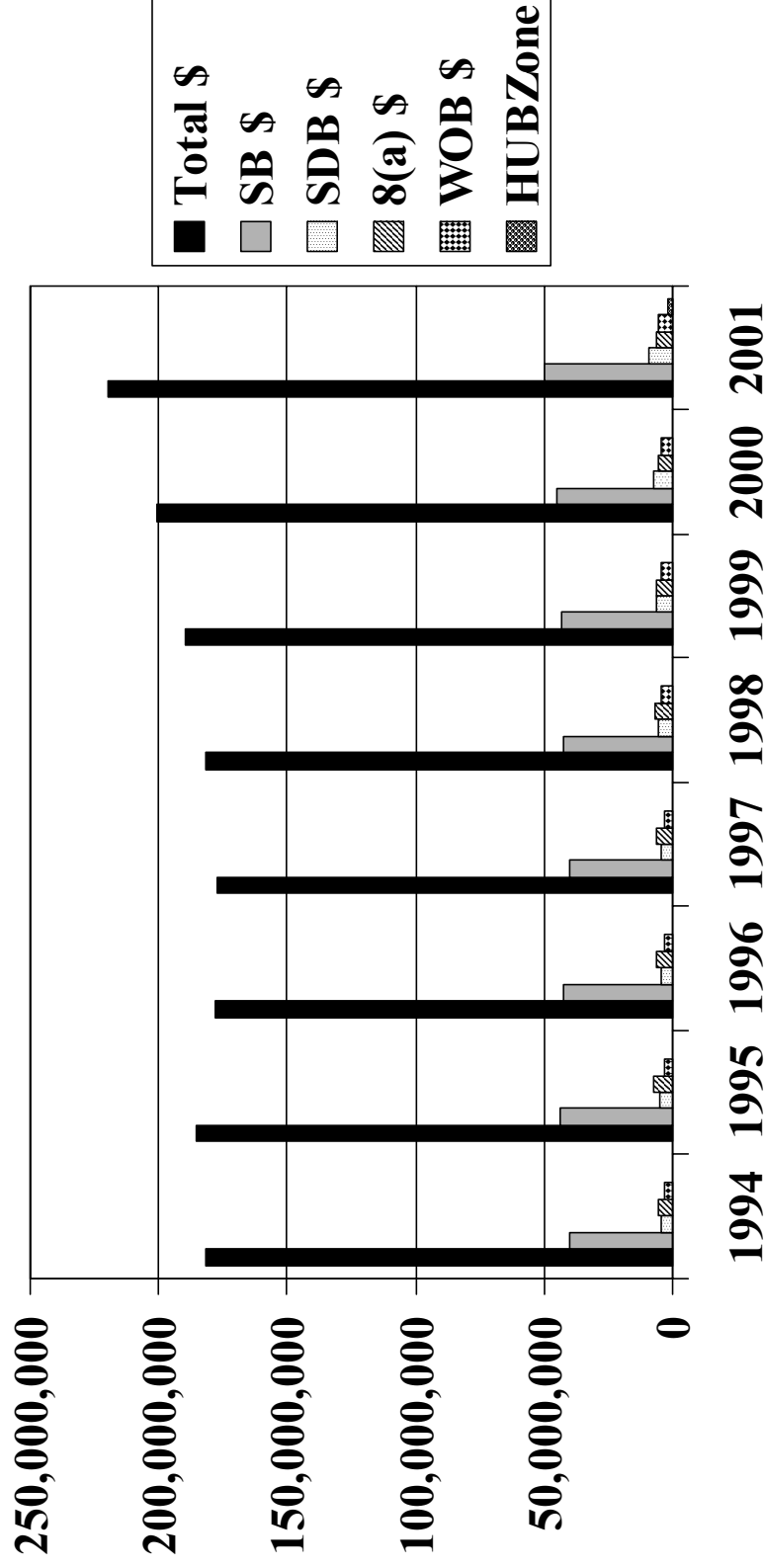
note 1 - downgrade due to unreasonably low goal

note 2 - downgrade due to goal below mandatory goal

note 3 - downgrade - no goal set

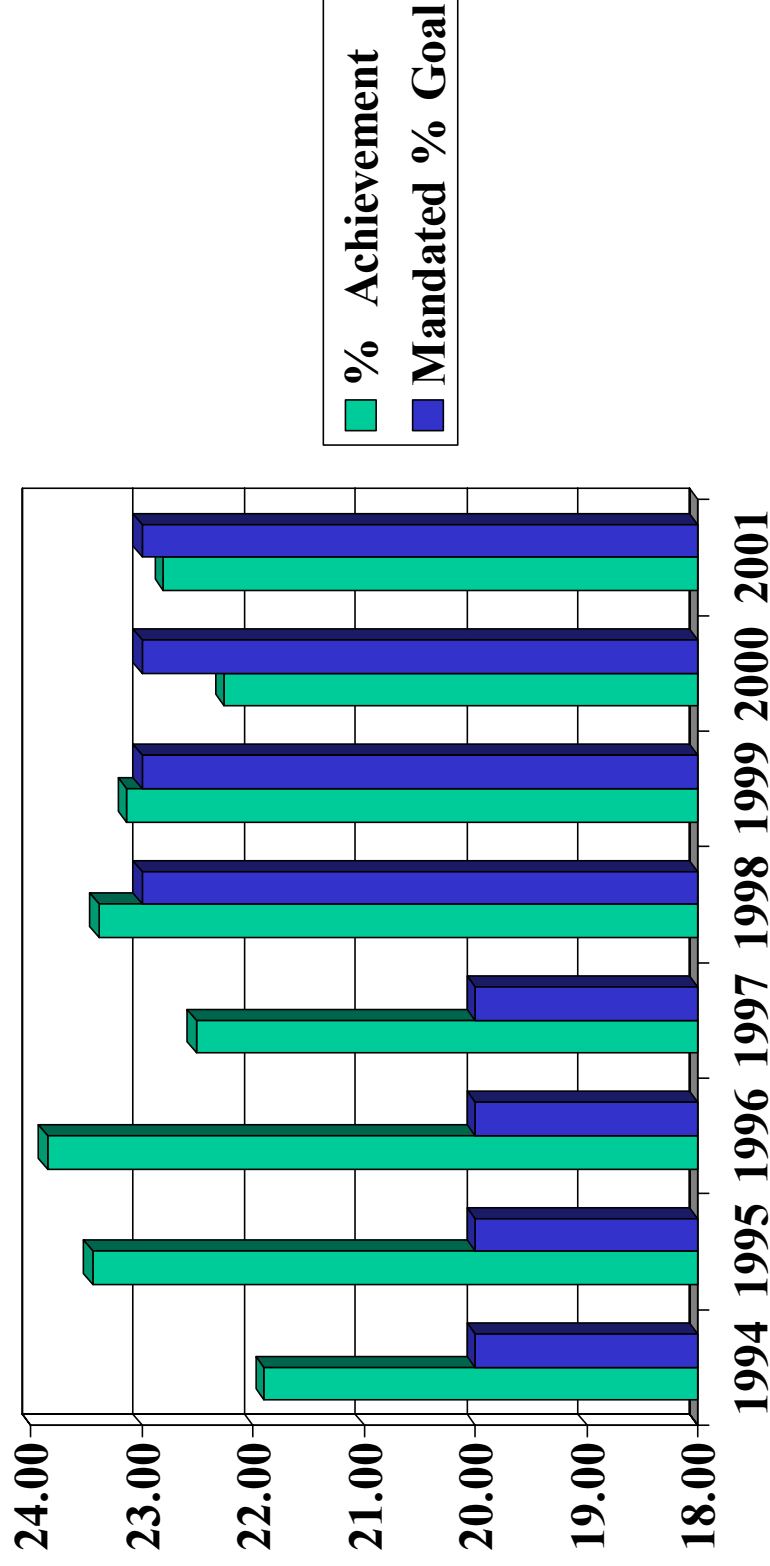
note 4 - downgrade - unreasonably low goal or goal below the mandated goal two years in a row

Small Business Participation in Federal Procurement 1994 - 2001

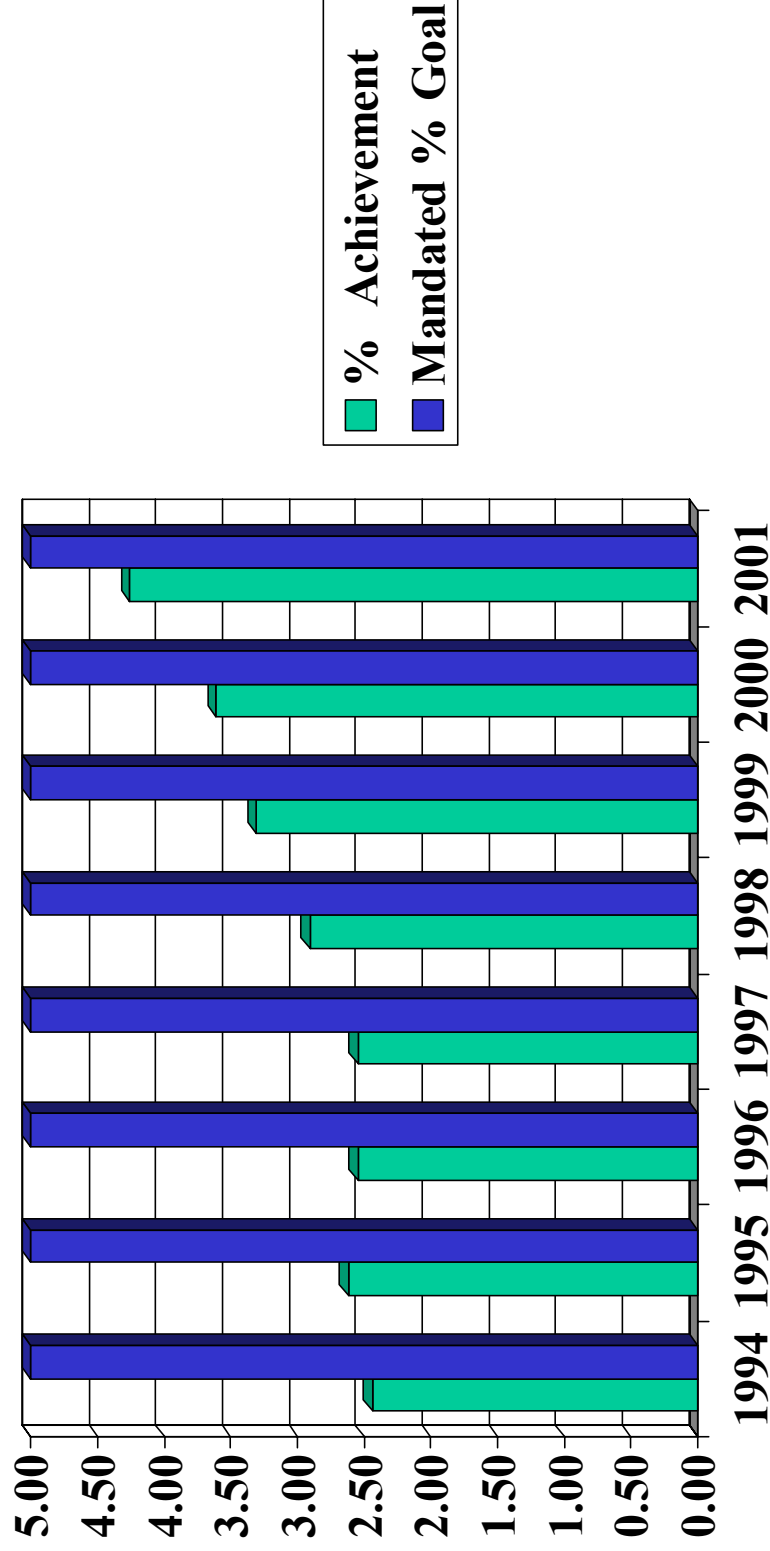


Dollars are expressed in millions.

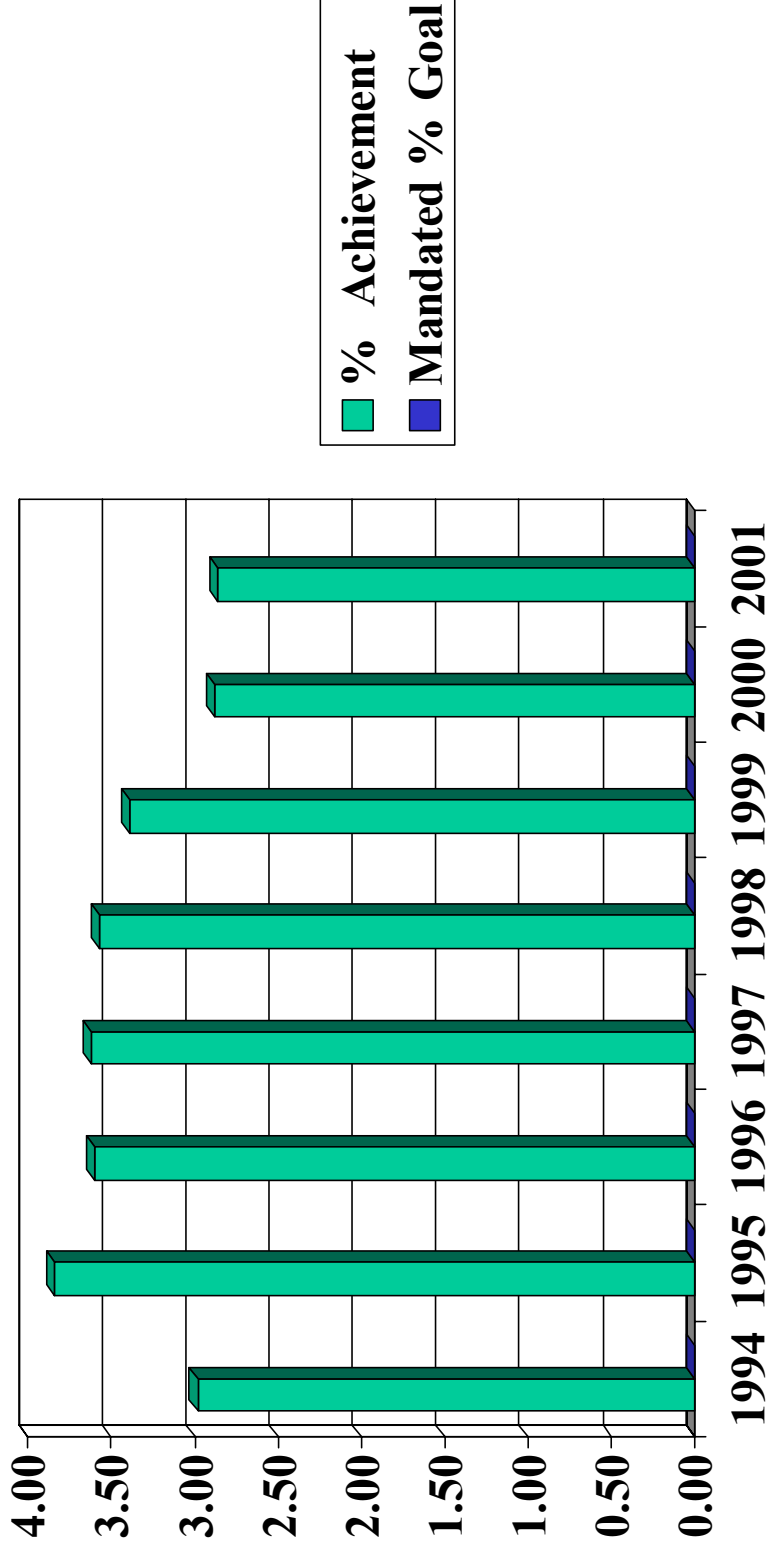
Small Business Goal Achievement in Federal Procurement



Small Disadvantaged Business (SDB) Goal Achievement in Federal Procurement

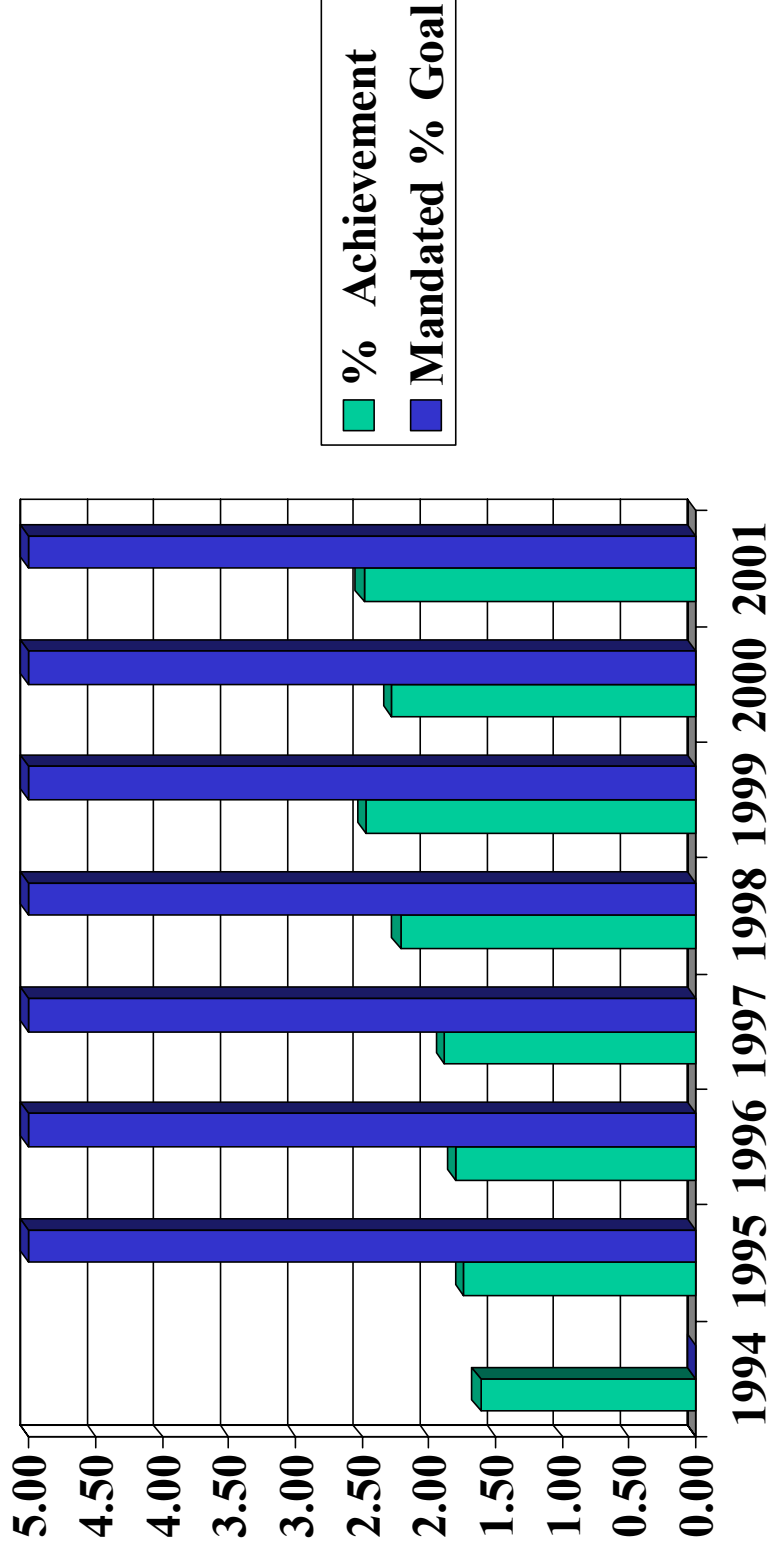


8(a) Program Goal Achievement in Federal Procurement



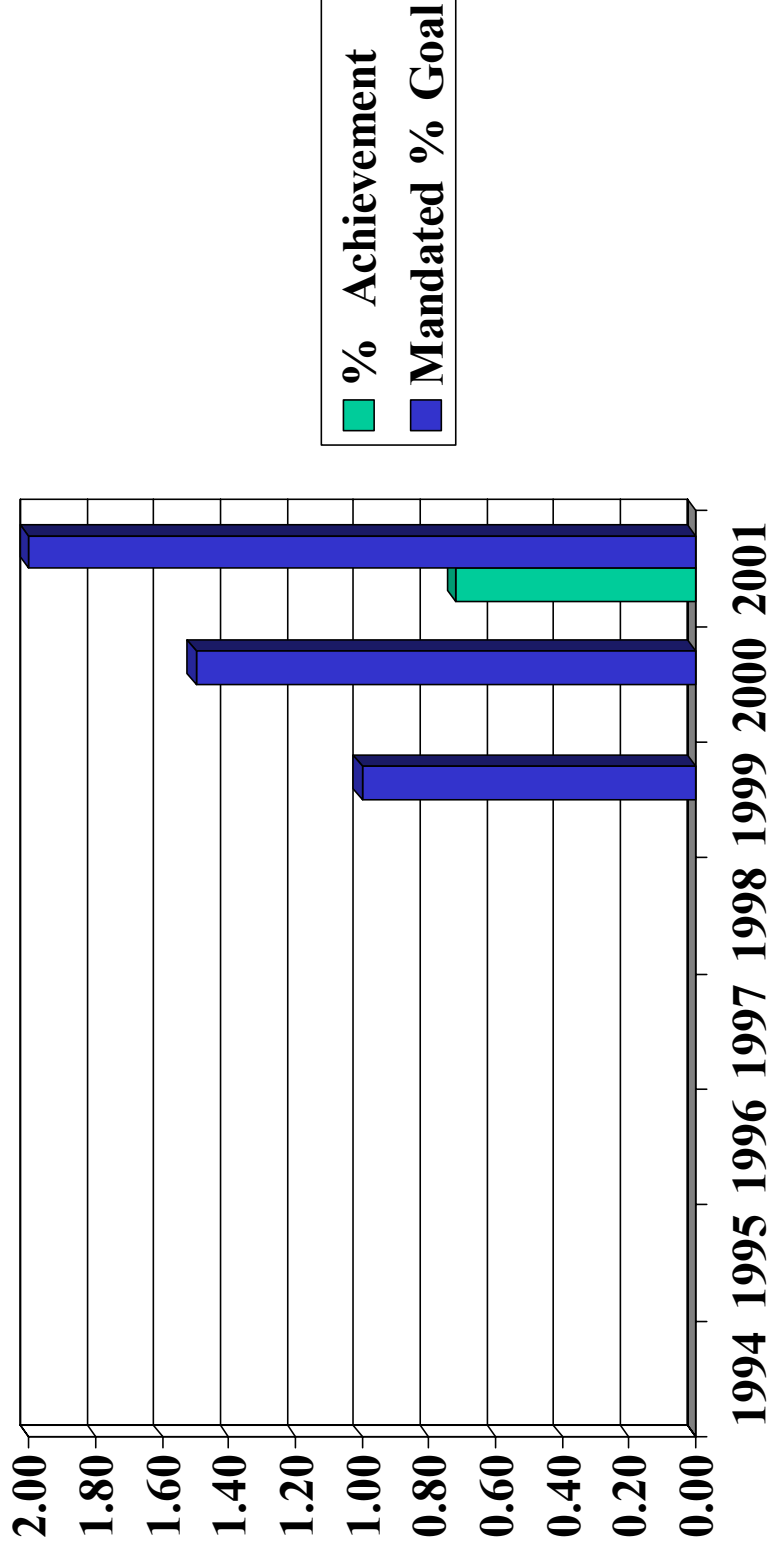
*There is no federally-mandated 8(a) Program goal.

Women-Owned Business Goal Achievement in Federal Procurement



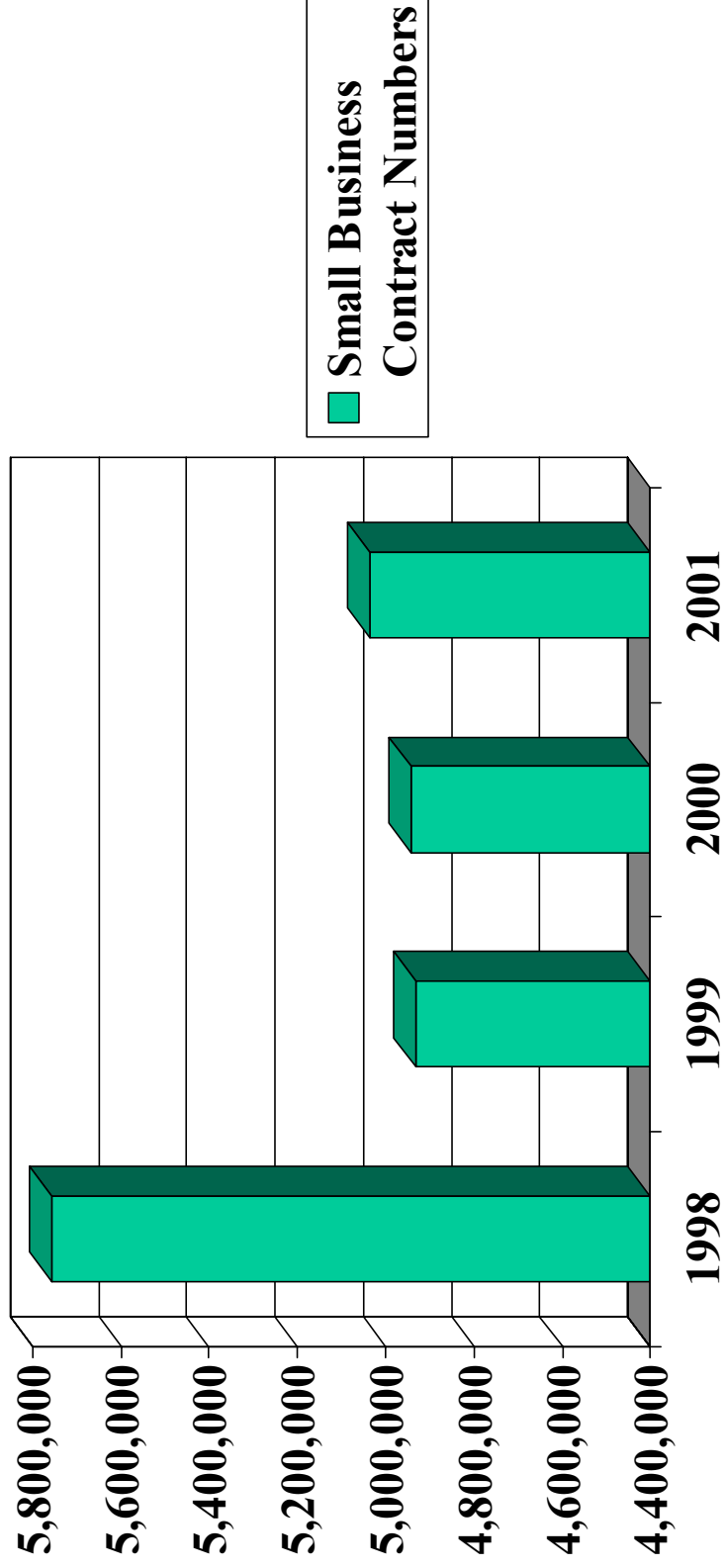
*The federally-mandated women-owned business goal was not established until the signing of P.L. 103-355 on 10/13/94

HUBZone Business Goal Achievement in Federal Procurement

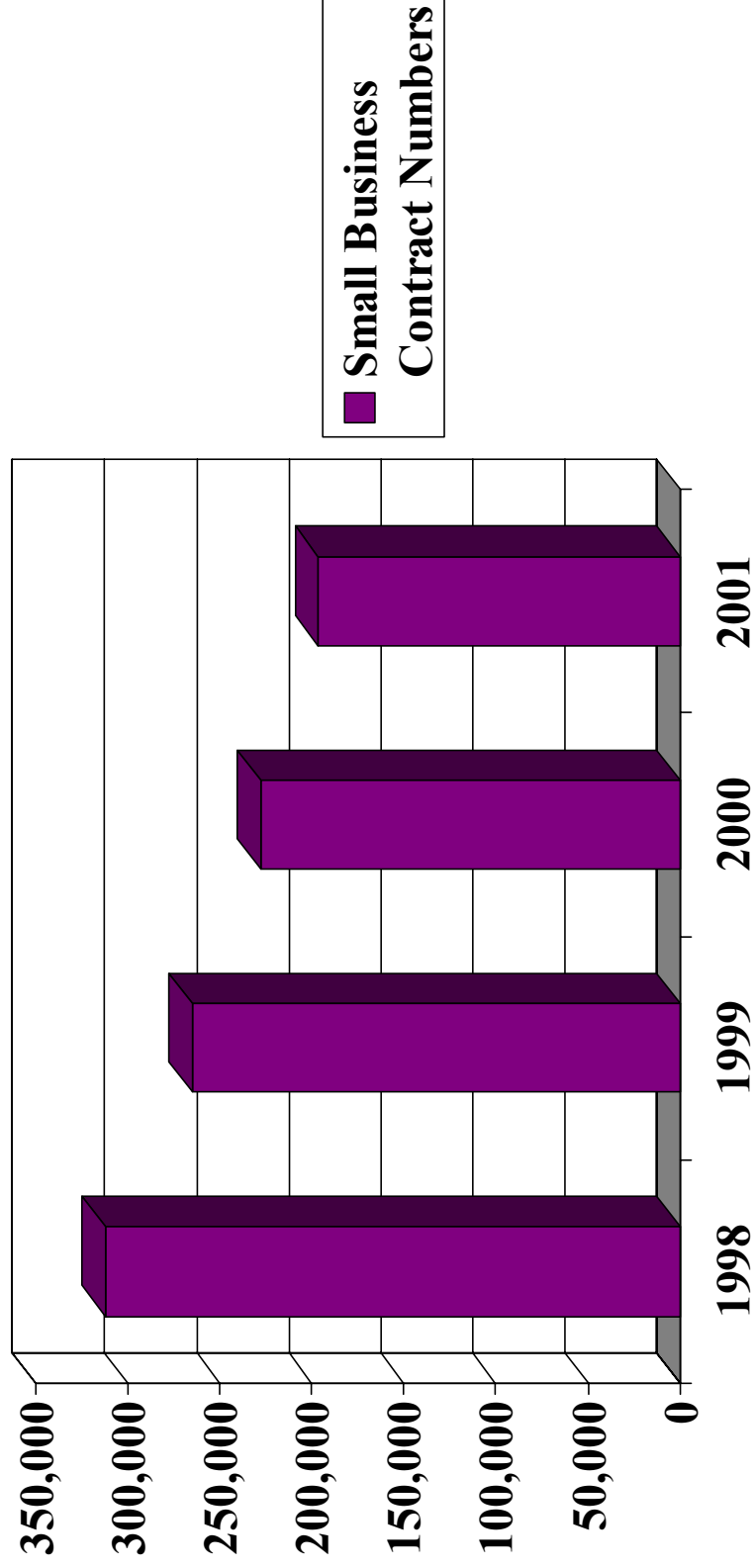


*The federally-mandated HUBZone business goal was not established until the signing of P.L. 105-135 on 12/2/97

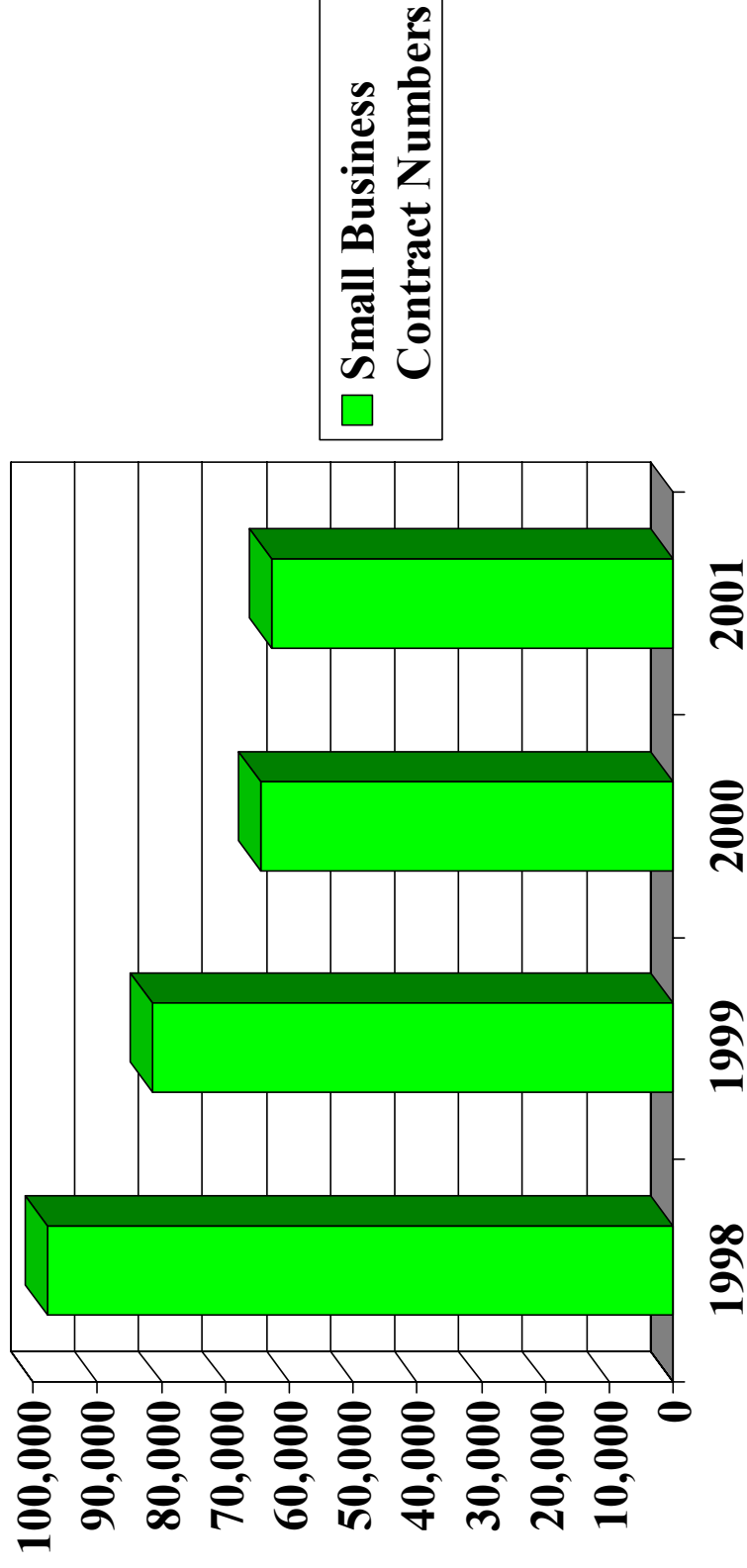
Small Business Contracts in Federal Procurement



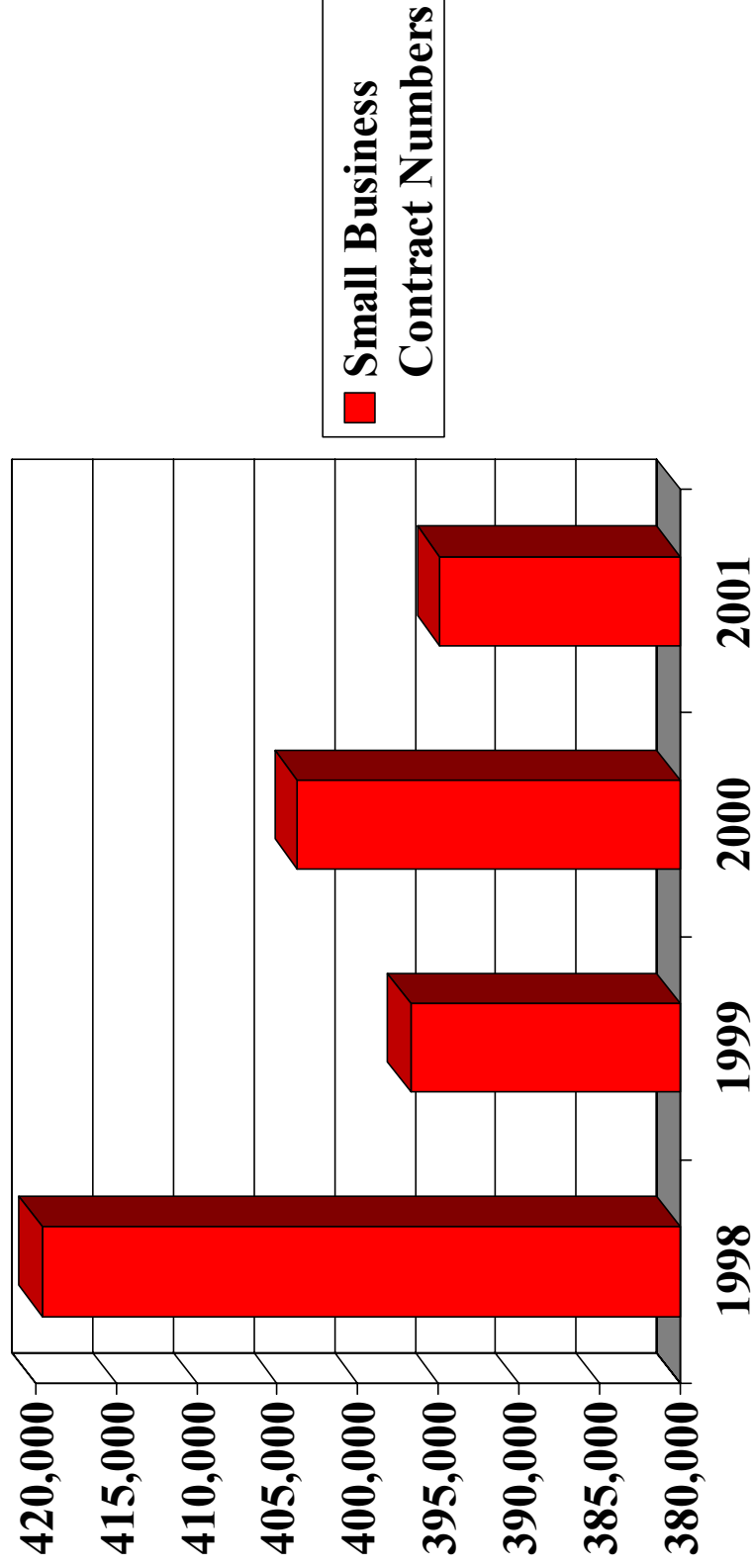
Small Disadvantaged Business Contracts in Federal Procurement



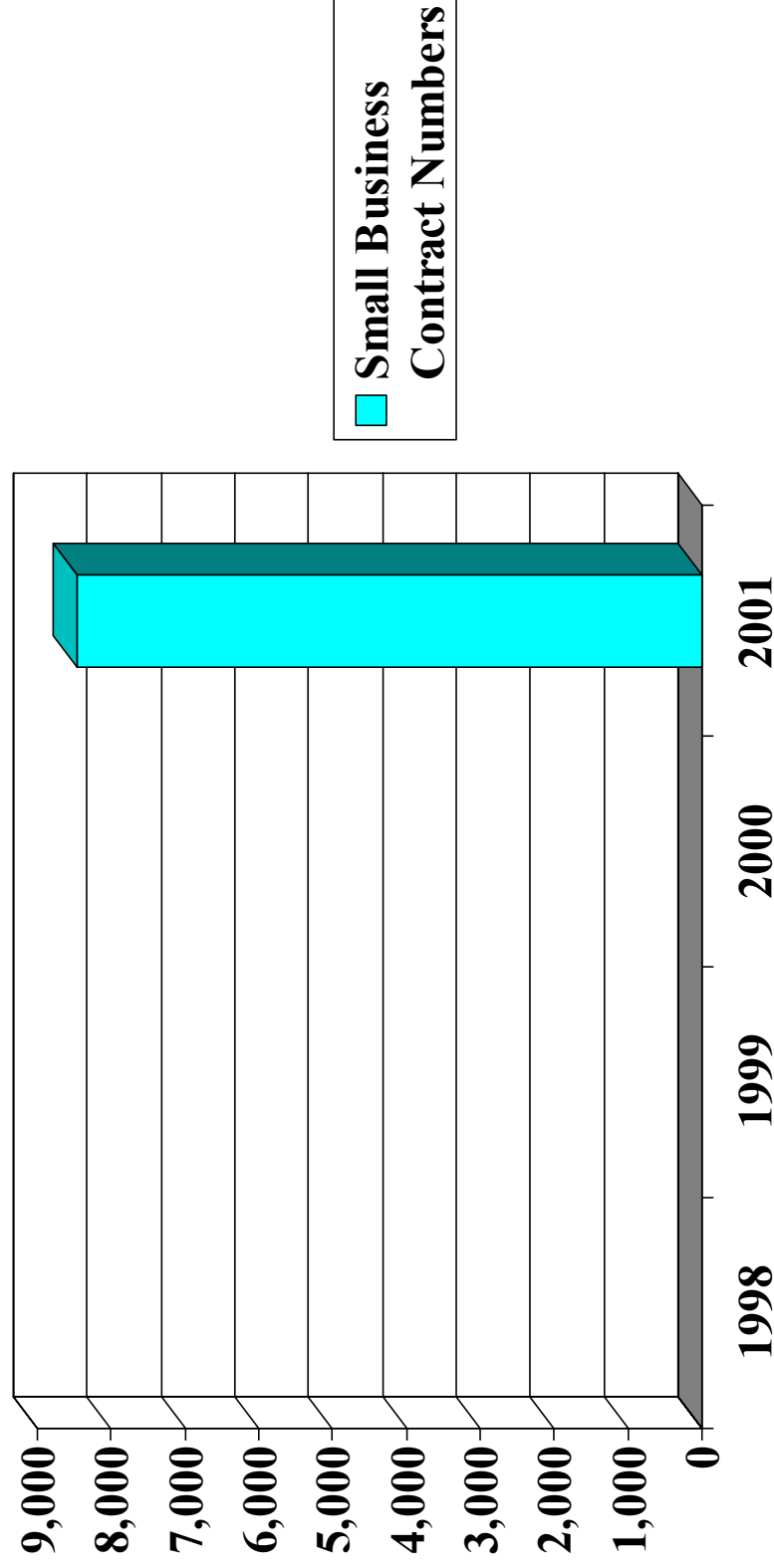
8(a) Business Contracts in Federal Procurement



Women-Owned Business Contracts In Federal Procurement



HUBZone Business Contracts In Federal Procurement



Goal Achievement Worksheet

	Defense		Energy	NASA	GSA	DVA	HHS	Justice	USDA	Transp	Treasury	Interior	Commerce	State	Labor	EPA	Education	HUD	USAID	SSA	OPM	SBA
	2089	22	18.3	11.29	39.34	37.02	33.54	34.43	42.52	55.38	37.33	54.42	38.47	41.87	17.49	26.55	34.91	40.86	23.24	38.88	69.14	74.14
1998 SB Achievement	20.89	22	21	10.6	35	35.5	30.3	32.5	41.8	30.5	32	58	44	43.9	23.2	23	23	31	35.2	35	71.5	55
1998 SB Goal																						
1999 SB Achievement	21.16	20.6	16.67	11.93	41.53	34.89	27.39	29.5	37.96	58.08	35.67	54.24	40.86	49.14	19.45	26.97	14.12	33.58	19.42	35.58	65.52	57.63
1999 SB Goal			18	11.3	36	35	32.3	31.5	45.1	30.5	23	59	35	35	25.7	23	23	23	28	35	69.4	69.6
2000 SB Achievement	21.41	23	2.96	13.54	40.03	30.34	26.02	32.75	38.58	53.45	32.14	61.13	33.61	42.45	26.05	25.56	13.86	40.66	18.54	38.66	73.73	62.69
2000 SB Goal			5	12.4	38	35.5	32	31.5	43	32	25	57	40	36.5	24	23.5	23.5	26	28.5	35.5	66.6	55
2001 SB Achievement	20.53	23	2.89	14.52	43.71	29.69	31.74	30.47	49.5	54.62	34.79	57	49.2	38.62	27.76	26.05	12.04	35.73	69.57	37.81	64.26	72.18
2001 SB Goal			5	12.4	38	35.5	32	31.5	43	32	25	57	40	36.5	24	23.5	23.5	26	28.5	35.5	66.6	55
2002 SB Achievement	23	23	23	23	40	30	30	30	43	50	28	58	35	40	24	23.5	23	30	28	32	23	60
2002 SB Goal																						
1998 SDB Achievement	5.81	5	1.89	1.86	5.37	2.91	4.91	2.94	2.47	2.76	6.86	4.34	5.52	3.82	2.11	2.99	0.75	4.47	10.96	4.84	0.33	7.36
1998 SDB Goal				1.2	3.5	2.5	3.2	2.5	5	2	2.3	4.3	6	5	5.1	3	1	3	5.6	5.4	1.4	10
1999 SDB Achievement	5.93	5	2.73	2.17	6.5	3.05	2.99	4.02	3.34	5.44	7.84	4.66	6.89	2.09	2.53	4.14	3.45	2.87	10.57	4.99	0.61	7.47
1999 SDB Goal			2.7	1.9	3.6	2.5	10.4	2.5	5	3	2.3	4.2	5	5	5	3.5	1	1.5	3	5.4	0.7	8
2000 SDB Achievement	5.56	5	0.35	3.48	11.3	4.59	7.27	4.66	4.73	4.91	7.1	8.61	9.65	7.82	3.7	2.18	0.81	6.98	14.7	6.1	1.31	33.89
2000 SDB Goal			0.3	2	5.6	2.5	9.6	2.5	5	3	2.3	5	6	4	3	3.5	1	2	3	5.4	0.3	10
2001 SDB Achievement	3.32		0.46	2.72	8.08	4.72	5.74	25.07	4.77	5.34	5.36	11.77	11.78	9.87	7.33	2.57	1.45	8.84	28.15	5.83	0.91	3.56
2001 SDB Goal			0.3	2	5.6	2.5	9.6	2.5	5	3	2.3	5	6	4	3	3.5	1	2	3	5.4	0.3	10
2002 SDB Goal			5	6.5	18.61	6	11.2	7.73	10	9.52	8	14.22	13.13	13	7.9	9.5	5	11	9.8	13.6	5	46.52
1998 8(a) Achievement	N/A		2.2	2.89	5.17	7.09	10.46	5.77	4.07	14.26	7.25	8.95	7.35	12.29	3.31	3.71	1.93	5.95	3.34	11.28	4.26	50.41
1998 8(a) Goal			2.5	3.4	6.7	2.5	8.5	8.2	5	11.5	9.5	9.3	12	8.8	3.4	6	4	10	10.4	13	5.2	40
1999 8(a) Achievement	N/A		1.87	3.19	7.24	5.33	4.44	3.82	3.97	12.44	7.92	11.07	6.96	21.59	4.7	2.25	2.17	2.33	2.84	9.63	3.67	31.12
1999 8(a) Goal			2.2	2.9	6.9	3	4.8	8.2	5	11.5	5	9.5	10	8.8	3.8	6	4	10	7	13	4.4	47.9
2000 8(a) Achievement	N/A		0.75	3.05	3.72	4.08	3.34	3.08	4.46	12.8	3.88	8.43	3.48	14.46	5.12	6.28	4.93	2.32	0.57	7.54	2.8	12.63
2000 8(a) Goal			1	2.9	7.2	3	4.3	7.8	5	11.5	5	9	12	8.8	4.9	6	4	5	7	13	2	50
2001 8(a) Achievement	N/A		0.8	3.96	5.04	3.78	4.59	5.04	3.84	10.89	7.19	8.85	6.97	8.01	5.47	7.71	0.53	3.09	1.03	10	2.07	18.5
2001 8(a) Goal			1	2.9	7.2	3	4.3	7.8	5	11.5	5	9	12	8.8	4.9	6	4	5	7	13	2	50
2002 8(a) Goal			2.5	3.25	9.31	3	5.6	3.87	5	4.76	4	7.11	6.56	6.5	3.95	4.75	2.5	5.5	4.9	6.8	2.5	23.26
1998 WOB Achievement	1.8	5	2.93	1.38	3.34	5.44	3.44	2.89	3.09	3.67	3.72	4.07	5.03	5.96	1.36	2.65	1.23	2.44	4.5	4.44	0.73	13.82
1998 WOB Goal			3	1.3	5	4	5.3	3	5	5	5	5.1	8	5	5.6	3.5	4	5	5	5	2.3	8
1999 WOB Achievement	1.92	5	2.55	2.07	4.75	5.59	3.33	3.27	3.81	4.08	4.7	4.48	5.27	8.31	3.14	3.04	0.87	14.95	4.43	3.84	2.96	15.29
1999 WOB Goal			2.6	1.4	5	5	4.6	3	5	5	5	4.47	5	5	5.5	5	5	5	5	5	2.5	11
2000 WOB Achievement	2	5	0.25	2.07	3.66	4.26	3.92	3.09	2.74	4.45	5.82	4.36	6.28	3.72	4.13	3.31	1.12	10.55	6.52	4.39	5.03	7.64
2000 WOB Goal			0.3	1.4	5	4	14.1	3	5	5	4	5	5	5	5.2	5	5	5	5	5	2.4	8
2001 WOB Achievement	2	5	0.39	2.28	5.04	4.63	5.46	3.36	3.9	3.83	4.95	6.06	8.79	3.81	5.29	4	1.02	14.71	3.67	3.44	4.34	7.35
2001 WOB Goal			0.3	1.4	5	4	14.1	3	5	5	4	5	5	5	5.2	5	5	5	5	5	2.4	8
2002 WOB Goal			5	5	5	5	5	5	5	5	5	5	6.28	5	5.2	5	5	10	5	5	5.03	7.64
2001 HUBZone Achievement	0.71		0.06	0.14	0.63	1.94	0.61	0.91	2.46	3.12	1.06	2.6	0.56	0.38	0.27	0.13		0.28	0	1.12	0	0.17
2001 HUBZone Goal			2	2	2	2	2	2	2	2	2	2	2	2	2	2		2	2	2	2	2
2002 HUBZone Goal			2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5		2.5	2.5	2.5	2.5	2.5

	1994	1995	1996	1997	1998	1999	2000	2001
DOD	#####	\$116,390,112,000	\$114,481,946,000	\$113,116,802,000	\$115,656,750,000	\$119,732,697,000	\$126,230,152,000	\$142,764,938,000
SB \$	\$25,580,909,000	\$26,346,026,000	\$26,626,093,000	\$25,408,459,000	\$24,166,123,000	\$25,330,713,000	\$27,029,062,000	\$29,312,596,000
SDB \$	\$3,363,851,000	\$3,645,414,000	\$3,366,091,000	\$3,191,515,000	\$3,284,722,000	\$3,768,393,000	\$3,680,997,000	\$4,746,133,000
8(a) \$	\$2,757,149,000	\$3,611,216,000	\$3,611,216,000	\$3,628,429,000	\$3,433,154,000	\$3,330,749,000	\$3,334,241,000	\$3,161,894,000
WOB \$	\$1,595,073,000	\$1,644,879,000	\$1,773,777,000	\$1,901,814,000	\$2,087,319,000	\$2,304,266,000	\$2,524,747,000	\$2,856,803,000
HUBZone \$								\$1,015,261,000
Total Pref\$	\$33,296,982,000	\$35,247,535,000	\$35,377,177,000	\$34,130,217,000	\$32,971,318,000	\$34,734,121,000	\$36,569,047,000	\$41,092,687,000
Energy	\$17,910,325,000	\$16,897,278,000	\$15,895,094,000	\$16,174,212,000	\$15,142,938,000	\$15,650,286,000	\$16,909,511,000	\$18,598,697,000
SB \$	\$528,569,000	\$509,930,000	\$460,145,000	\$490,037,000	\$2,745,040,000	\$2,608,681,000	\$500,254,000	\$538,334,000
SDB \$	\$39,756,000	\$31,403,000	\$36,155,000	\$31,290,000	\$285,389,000	\$427,078,000	\$59,452,000	\$85,164,000
8(a) \$	\$262,213,000	\$220,394,000	\$220,394,000	\$219,629,000	\$333,321,000	\$292,907,000	\$126,943,000	\$148,716,000
WOB \$	\$82,210,000	\$74,697,000	\$40,445,000	\$35,699,000	\$440,081,000	\$399,056,000	\$41,770,000	\$72,771,000
HUBZone \$								\$11,831,000
Total Pref\$	\$912,748,000	\$836,424,000	\$757,139,000	\$776,655,000	\$3,803,831,000	\$3,727,722,000	\$728,419,000	\$856,816,000
NASA	\$11,451,445,000	\$11,759,217,000	\$11,302,922,000	\$11,191,552,000	\$10,972,295,000	\$11,003,293,000	\$11,066,765,000	\$11,232,435,000
SB \$	\$1,125,572,000	\$1,157,068,000	\$1,141,680,000	\$1,257,855,000	\$1,239,119,000	\$1,312,717,000	\$1,485,504,000	\$1,631,377,000
SDB \$	\$115,848,000	\$142,831,000	\$108,125,000	\$177,017,000	\$203,687,000	\$239,132,000	\$382,035,000	\$305,986,000
8(a) \$	\$314,250,000	\$329,277,000	\$329,277,000	\$335,090,000	\$317,140,000	\$351,033,000	\$334,263,000	\$445,241,000
WOB \$	\$128,249,000	\$179,498,000	\$166,335,000	\$172,557,000	\$151,614,000	\$180,676,000	\$226,912,000	\$256,626,000
HUBZone \$								\$15,974,000
Total Pref\$	\$1,683,919,000	\$1,808,674,000	\$1,745,417,000	\$1,942,519,000	\$1,911,560,000	\$2,083,558,000	\$2,428,714,000	\$2,655,204,000
GSA	\$7,733,056,000	\$8,959,541,000	\$7,996,026,000	\$8,305,021,000	\$8,039,593,000	\$7,405,439,000	\$11,118,974,000	\$10,656,575,000
SB \$	\$2,284,030,000	\$3,291,087,000	\$4,364,913,000	\$3,120,299,000	\$3,162,551,000	\$3,075,415,000	\$4,386,284,000	\$4,657,991,000
SDB \$	\$224,805,000	\$194,721,000	\$251,030,000	\$318,186,000	\$431,362,000	\$481,090,000	\$1,238,146,000	\$861,411,000
8(a) \$	\$204,278,000	\$531,460,000	\$531,834,000	\$496,308,000	\$415,479,000	\$536,069,000	\$407,581,000	\$536,772,000
WOB \$	\$139,205,000	\$149,738,000	\$249,151,000	\$199,665,000	\$268,662,000	\$352,087,000	\$401,117,000	\$536,821,000
HUBZone \$								\$67,275,000
Total Pref\$	\$2,852,318,000	\$4,167,006,000	\$5,396,928,000	\$4,134,458,000	\$4,278,054,000	\$4,444,661,000	\$6,433,128,000	\$6,660,270,000
DVA	\$3,718,033,000	\$4,708,979,000	\$4,200,881,000	\$4,533,943,000	\$4,250,008,000	\$3,846,077,000	\$5,286,214,000	\$5,838,519,000
SB \$	\$1,339,566,000	\$1,895,492,000	\$1,576,651,000	\$1,716,315,000	\$1,573,249,000	\$1,342,088,000	\$1,594,865,000	\$1,733,183,000
SDB \$	\$96,028,000	\$148,416,000	\$118,246,000	\$159,460,000	\$123,758,000	\$117,396,000	\$241,425,000	\$275,389,000
8(a) \$	\$80,441,000	\$159,512,000	\$159,563,000	\$288,007,000	\$301,374,000	\$204,894,000	\$214,437,000	\$220,969,000
WOB \$	\$134,434,000	\$223,384,000	\$213,718,000	\$268,440,000	\$231,373,000	\$215,177,000	\$223,795,000	\$270,531,000
HUBZone \$								\$113,478,000
Total Pref\$	\$1,650,469,000	\$2,426,804,000	\$2,068,178,000	\$2,432,222,000	\$2,229,754,000	\$1,879,555,000	\$2,274,522,000	\$2,613,550,000
HHS	\$2,549,086,000	\$3,722,308,000	\$4,109,617,000	\$3,619,198,000	\$4,244,673,000	\$4,984,303,000	\$4,541,865,000	\$4,840,797,000
SB \$	\$867,772,000	\$1,477,074,000	\$1,223,817,000	\$997,877,000	\$1,423,541,000	\$1,364,958,000	\$1,129,116,000	\$1,536,376,000
SDB \$	\$73,089,000	\$112,120,000	\$147,626,000	\$136,981,000	\$208,613,000	\$149,274,000	\$315,564,000	\$277,771,000
8(a) \$	\$116,146,000	\$198,914,000	\$198,914,000	\$238,135,000	\$444,003,000	\$221,074,000	\$144,934,000	\$222,278,000
WOB \$	\$59,110,000	\$171,729,000	\$122,698,000	\$152,288,000	\$145,871,000	\$165,985,000	\$169,938,000	\$264,074,000
HUBZone \$								\$29,366,000
Total Pref\$	\$1,116,117,000	\$1,959,837,000	\$1,693,055,000	\$1,525,281,000	\$2,222,028,000	\$1,901,291,000	\$1,759,552,000	\$2,329,865,000
Justice	\$2,778,640,000	\$2,674,498,000	\$2,740,468,000	\$3,198,493,000	\$3,309,923,000	\$3,641,226,000	\$3,659,726,000	\$4,837,722,000
SB \$	\$1,185,885,000	\$1,178,913,000	\$993,333,000	\$1,117,005,000	\$1,139,697,000	\$1,074,270,000	\$1,192,246,000	\$1,474,336,000
SDB \$	\$33,440,000	\$57,247,000	\$53,801,000	\$73,818,000	\$97,462,000	\$146,419,000	\$169,483,000	\$1,212,849,000
8(a) \$	\$398,571,000	\$189,436,000	\$189,436,000	\$203,217,000	\$190,016,000	\$138,914,000	\$111,967,000	\$243,962,000
WOB \$	\$222,955,000	\$137,806,000	\$73,892,000	\$75,089,000	\$95,601,000	\$119,068,000	\$112,602,000	\$162,719,000
HUBZone \$								\$44,020,000
Total Pref\$	\$1,840,851,000	\$1,563,402,000	\$1,310,462,000	\$1,469,129,000	\$1,522,776,000	\$1,478,671,000	\$1,586,298,000	\$3,137,886,000
USDA	\$3,639,638,000	\$3,034,229,000	\$2,937,359,000	\$2,703,640,000	\$2,958,353,000	\$3,532,225,000	\$3,532,937,000	\$3,811,840,000
SB \$	\$1,716,743,000	\$1,434,177,000	\$1,437,158,000	\$1,244,834,000	\$1,257,956,000	\$1,340,728,000	\$1,435,009,000	\$1,887,015,000
SDB \$	\$79,470,000	\$60,941,000	\$67,212,000	\$66,009,000	\$73,203,000	\$117,959,000	\$175,879,000	\$181,932,000
8(a) \$	\$144,648,000	\$147,247,000	\$147,233,000	\$88,558,000	\$120,442,000	\$140,177,000	\$166,044,000	\$146,460,000
WOB \$	\$129,208,000	\$94,161,000	\$89,743,000	\$85,879,000	\$91,394,000	\$134,424,000	\$101,775,000	\$148,851,000
HUBZone \$								\$93,706,000
Total Pref\$	\$2,070,069,000	\$1,736,526,000	\$1,741,346,000	\$1,485,280,000	\$1,542,995,000	\$1,733,288,000	\$1,776,932,000	\$2,457,964,000
Transp	\$2,212,721,000	\$2,129,763,000	\$2,093,342,000	\$1,810,945,000	\$1,897,242,000	\$1,847,443,000	\$1,933,751,000	\$2,489,626,000
SB \$	\$1,131,174,000	\$1,097,785,000	\$1,122,335,000	\$1,035,305,000	\$1,050,631,000	\$1,072,973,000	\$1,010,013,000	\$1,359,921,000
SDB \$	\$78,831,000	\$90,702,000	\$78,468,000	\$46,503,000	\$52,385,000	\$100,449,000	\$92,817,000	\$133,041,000
8(a) \$	\$247,807,000	\$236,092,000	\$239,244,000	\$254,482,000	\$270,633,000	\$229,763,000	\$241,964,000	\$271,092,000
WOB \$	\$68,563,000	\$80,084,000	\$64,457,000	\$77,363,000	\$69,719,000	\$75,292,000	\$84,078,000	\$95,423,000
HUBZone \$								\$77,655,000
Total Pref\$	\$1,526,375,000	\$1,504,663,000	\$1,504,504,000	\$1,413,653,000	\$1,443,368,000	\$1,478,477,000	\$1,428,872,000	\$1,937,132,000
Treasury	\$1,538,753,000	\$1,418,966,000	\$1,380,415,000	\$1,255,394,000	\$1,784,165,000	\$2,168,618,000	\$2,858,828,000	\$2,489,479,000
SB \$	\$619,067,000	\$590,335,000	\$488,288,000	\$469,759,000	\$665,971,000	\$773,576,000	\$614,301,000	\$866,158,000
SDB \$	\$27,340,000	\$28,461,000	\$50,165,000	\$52,224,000	\$122,474,000	\$170,020,000	\$135,783,000	\$133,449,000
8(a) \$	\$197,325,000	\$172,061,000	\$167,426,000	\$128,713,000	\$129,359,000	\$171,679,000	\$74,248,000	\$179,060,000
WOB \$	\$64,455,000	\$70,533,000	\$63,381,000	\$74,985,000	\$66,337,000	\$101,888,000	\$111,189,000	\$123,224,000
HUBZone \$								\$26,498,000
Total Pref\$	\$908,187,000	\$861,390,000	\$769,260,000	\$725,681,000	\$984,141,000	\$1,217,163,000	\$3,794,349,000	\$1,328,389,000
Interior	\$2,418,304,000	\$2,024,478,000	\$1,225,448,000	\$1,412,824,000	\$1,478,873,000	\$1,248,353,000	\$1,436,386,000	\$2,145,628,000
SB \$	\$1,218,063,000	\$1,081,439,000	\$687,830,000	\$785,693,000	\$804,739,000	\$677,088,000	\$871,686,000	\$1,222,997,000
SDB \$	\$64,250,000	\$69,156,000	\$42,549,000	\$53,757,000	\$64,252,000	\$58,228,000	\$122,848,000	\$252,440,000
8(a) \$	\$280,918,000	\$109,946,000	\$109,940,000	\$110,958,000	\$132,412,000	\$138,192,000	\$120,169,000	\$189,854,000
WOB \$	\$96,413,000	\$103,959,000	\$58,009,000	\$56,792,000	\$60,248,000	\$55,977,000	\$62,147,000	\$130,128,000
HUBZone \$								\$55,730,000
Total Pref\$	\$1,659,644,000	\$1,364,500,000	\$898,328,000	\$1,007,200,000	\$1,061,651,000	\$929,485,000	\$1,176,850,000	\$1,851,149,000
Commerce	\$906,085,000	\$1,172,050,000	\$977,329,000	\$905,056,000	\$1,182,044,000	\$1,203,943,000	\$1,911,903,000	\$1,188,019,000
SB \$	\$368,705,000	\$647,008,000	\$446,972,000	\$411,509,000	\$454,762,000	\$491,571,000	\$638,057,000	\$584,485,000
SDB \$	\$30,256,000	\$35,267,000	\$43,084,000	\$41,863,000	\$65,279,000	\$82,968,000	\$183,114,000	\$139,988,000
8(a) \$	\$81,534,000	\$100,669,000	\$100,669,000	\$112,999,000	\$86,854,000	\$83,817,000	\$66,088,000	\$82,831,000
WOB \$	\$29,441,000	\$48,258,000	\$51,473,000	\$49,503,000	\$59,500,000	\$63,438,000	\$119,227,000	\$104,393,000
HUBZone \$								\$6,658,000
Total Pref\$	\$509,936,000	\$831,202,000	\$642,198,000	\$615,874,000	\$666,395,000	\$721,794,000	\$1,006,486,000	\$918,355,000
State	\$602,429,000	\$662,221,000	\$536,814,000	\$557,873,000	\$565,720,000	\$902,869,000	\$1,543,355,000	\$1,501,463,000
SB \$	\$280,765,000	\$314,370,000	\$278,573,000	\$238,544,000	\$236,847,000	\$443,697,000	\$420,908,000	\$579,806,000
SDB \$	\$19,691,000	\$41,383,000	\$18,357,000	\$11,634,000	\$21,623,000	\$18,867,000	\$77,589,000	\$148,142,000
8(a) \$	\$75,461,000	\$80,867,000	\$80,867,000	\$65,818,000	\$69,535,000	\$194,931,000	\$143,430,000	\$120,289,000
WOB \$	\$36,626,000	\$39,697,000	\$29,391,000	\$25,415,000	\$33,720,000	\$75,022,000	\$36,875,000	\$57,239,000
HUBZone \$								\$5,769,000
Total Pref\$	\$412,543,000	\$476,317,000	\$407,188,000	\$341,411,000	\$361,725,000	\$732,517,000	\$678,802,000	\$911,245,000

	1994	1995	1996	1997	1998	1999	2000	2001
Labor	\$843,970,000	\$876,087,000	\$880,896,000	\$1,054,106,000	\$1,120,143,000	\$1,136,479,000	\$1,329,765,000	\$1,396,604,000
SB \$	\$217,716,000	\$200,554,000	\$210,533,000	\$207,212,000	\$195,890,000	\$221,039,000	\$347,700,000	\$387,719,000
SDB \$	\$69,579,000	\$49,012,000	\$14,835,000	\$15,156,000	\$23,690,000	\$28,714,000	\$49,432,000	\$102,356,000
8(a) \$	\$31,420,000	\$40,395,000	\$40,395,000	\$45,495,000	\$37,096,000	\$53,392,000	\$68,370,000	\$76,386,000
WOB \$	\$17,435,000	\$24,686,000	\$17,741,000	\$14,552,000	\$15,268,000	\$35,675,000	\$55,102,000	\$73,914,000
HUBZone \$								\$3,710,000
Total Pref\$	\$336,150,000	\$314,647,000	\$283,504,000	\$282,415,000	\$271,944,000	\$338,820,000	\$520,604,000	\$644,085,000
EPA	\$1,323,389,000	\$1,167,502,000	\$1,171,584,000	\$1,038,046,000	\$1,109,826,000	\$1,288,614,000	\$991,569,000	\$1,105,635,000
SB \$	\$336,171,000	\$301,765,000	\$225,429,000	\$224,176,000	\$294,655,000	\$347,484,000	\$277,681,000	\$288,023,000
SDB \$	\$3,413,000	\$6,140,000	\$16,669,000	\$27,365,000	\$33,180,000	\$53,405,000	\$23,733,000	\$28,439,000
8(a) \$	\$65,269,000	\$47,816,000	\$47,816,000	\$32,141,000	\$41,206,000	\$29,027,000	\$68,208,000	\$85,225,000
WOB \$	\$17,080,000	\$25,594,000	\$23,808,000	\$20,397,000	\$29,371,000	\$39,212,000	\$35,930,000	\$44,273,000
HUBZone \$								\$1,400,000
Total Pref\$	\$421,933,000	\$381,315,000	\$313,722,000	\$304,079,000	\$398,412,000	\$469,128,000	\$405,552,000	\$447,360,000
Education	\$698,141,000	\$425,856,000	\$444,964,000	\$675,283,000	\$964,857,000	\$680,817,000	\$899,296,000	\$926,071,000
SB \$	\$67,614,000	\$86,301,000	\$75,322,000	\$90,763,000	\$336,828,000	\$96,162,000	\$125,927,000	\$111,482,000
SDB \$	\$8,709,000	\$12,251,000	\$16,477,000	\$10,745,000	\$7,284,000	\$23,461,000	\$7,321,000	\$13,471,000
8(a) \$	\$27,138,000	\$21,428,000	\$21,428,000	\$26,643,000	\$18,593,000	\$14,780,000	\$44,783,000	\$4,908,000
WOB \$	\$7,341,000	\$8,433,000	\$5,643,000	\$8,551,000	\$11,824,000	\$5,911,000	\$10,204,000	\$9,427,000
HUBZone \$								\$950,000
Total Pref\$	\$110,802,000	\$128,413,000	\$118,870,000	\$136,702,000	\$374,529,000	\$140,314,000	\$188,235,000	\$140,238,000
HUD	\$220,119,000	\$230,805,000	\$258,643,000	\$258,222,000	\$228,208,000	\$792,193,000	\$1,108,526,000	\$815,424,000
SB \$	\$41,192,000	\$34,255,000	\$63,893,000	\$32,849,000	\$93,251,000	\$265,995,000	\$427,424,000	\$291,323,000
SDB \$	\$3,812,000	\$3,755,000	\$5,970,000	\$4,135,000	\$10,191,000	\$22,758,000	\$73,412,000	\$72,124,000
8(a) \$	\$17,452,000	\$23,218,000	\$23,218,000	\$12,713,000	\$13,571,000	\$18,453,000	\$24,393,000	\$25,156,000
WOB \$	\$5,757,000	\$5,634,000	\$23,851,000	\$3,788,000	\$5,573,000	\$118,429,000	\$110,883,000	\$119,971,000
HUBZone \$								\$2,250,000
Total Pref\$	\$68,213,000	\$66,862,000	\$116,932,000	\$53,485,000	\$122,586,000	\$425,635,000	\$636,112,000	\$510,824,000
USAID	\$549,497,000	\$668,006,000	\$363,510,000	\$68,463,000	\$342,219,000	\$431,478,000	\$455,223,000	\$542,587,000
SB \$	\$106,106,000	\$139,445,000	\$97,173,000	\$18,426,000	\$79,535,000	\$83,807,000	\$66,666,000	\$377,462,000
SDB \$	\$23,843,000	\$15,377,000	\$8,934,000	\$7,478,000	\$37,495,000	\$45,614,000	\$52,858,000	\$152,732,000
8(a) \$	\$20,864,000	\$32,128,000	\$32,128,000	\$2,858,000	\$11,426,000	\$12,258,000	\$2,047,000	\$5,591,000
WOB \$	\$5,718,000	\$16,680,000	\$20,363,000	\$4,602,000	\$15,391,000	\$19,130,000	\$23,425,000	\$19,906,000
HUBZone \$								\$0
Total Pref\$	\$156,531,000	\$203,630,000	\$158,598,000	\$33,364,000	\$143,847,000	\$160,809,000	\$144,996,000	\$555,691,000
SSA	\$1,168,000	\$331,901,000	\$522,479,000	\$424,718,000	\$517,652,000	\$493,505,000	\$580,302,000	\$538,292,000
SB \$	\$1,020,000	\$109,038,000	\$171,680,000	\$200,237,000	\$201,244,000	\$175,581,000	\$217,345,000	\$203,508,000
SDB \$	\$54,000	\$13,272,000	\$15,052,000	\$20,914,000	\$25,072,000	\$24,606,000	\$34,281,000	\$31,397,000
8(a) \$	\$0	\$56,451,000	\$56,451,000	\$50,739,000	\$58,390,000	\$47,539,000	\$42,379,000	\$53,836,000
WOB \$	\$351,000	\$13,366,000	\$13,813,000	\$19,308,000	\$22,962,000	\$18,961,000	\$24,690,000	\$18,517,000
HUBZone \$								\$6,009,000
Total Pref\$	\$1,425,000	\$192,127,000	\$256,996,000	\$291,198,000	\$307,668,000	\$266,687,000	\$318,695,000	\$313,267,000
OPM	\$90,943,000	\$82,793,000	\$78,368,000	\$97,379,000	\$165,486,000	\$171,271,000	\$205,075,000	\$284,658,000
SB \$	\$39,496,000	\$40,639,000	\$32,818,000	\$39,231,000	\$114,411,000	\$112,223,000	\$150,881,000	\$182,917,000
SDB \$	\$1,050,000	\$1,020,000	\$517,000	\$1,389,000	\$547,000	\$1,052,000	\$2,691,000	\$2,593,000
8(a) \$	\$4,099,000	\$3,139,000	\$3,139,000	\$3,324,000	\$7,057,000	\$6,278,000	\$5,727,000	\$5,895,000
WOB \$	\$9,041,000	\$10,527,000	\$5,905,000	\$1,467,000	\$1,211,000	\$5,063,000	\$10,302,000	\$12,362,000
HUBZone \$								\$0
Total Pref\$	\$53,686,000	\$55,325,000	\$42,379,000	\$45,411,000	\$123,226,000	\$124,616,000	\$169,601,000	\$203,767,000
SBA	\$23,839,000	\$11,707,000	\$31,132,000	\$35,979,000	\$32,474,000	\$44,328,000	\$42,728,000	\$71,511,000
SB \$	\$12,218,000	\$8,212,000	\$23,311,000	\$19,107,000	\$24,075,000	\$25,548,000	\$26,786,000	\$51,615,000
SDB \$	\$490,000	\$547,000	\$2,254,000	\$968,000	\$2,391,000	\$3,313,000	\$14,481,000	\$2,543,000
8(a) \$	\$7,811,000	\$4,307	\$17,457,000	\$14,299,000	\$16,371,000	\$13,794,000	\$5,395,000	\$13,230,000
WOB \$	\$1,228,000	\$474,000	\$3,864,000	\$5,060,000	\$4,422,000	\$6,778,000	\$3,265,000	\$5,258,000
HUBZone \$								\$119,000
Total Pref\$	\$21,747,000	\$9,237,307	\$46,886,000	\$39,434,000	\$47,259,000	\$49,433,000	\$49,927,000	\$72,765,000